

WESTFORD
MASSACHUSETTS



275TH

ANNIVERSARY

Annual Report
2004

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TOWN OF WESTFORD

Annual Report

For the year ending December 31, 2004

Annual Town Election
Tuesday, May 4, 2004

Annual Town Meeting
Saturday, May 8, 2004



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In Memoriam



Veronica Whitehouse
1948 – 2004

“Her unstinting dedication will forever endear her to us.”

A tireless volunteer for the Town, Roni served on the board of directors of the Roudenbush Community Center Associates for several years, sat on many town planning committees, taught knitting and crocheting at the Cameron Senior Center and was elected to the Board of Trustees of the J.V. Fletcher Library in 1995. At the time of her death, Veronica was Board chair.



William Coakley
1933 – 2004

The Town may have had no more dedicated advocate for affordable housing in Westford than Bill. He was a founder of the Housing Partnership and worked on every committee which had affordable housing as its goal.

*Special thanks to Cindy Kahrs and Linda Newhard
for the countless hours they spent formatting this Report.*

CITIZEN ACTIVITY APPLICATION FORM
Town of Westford

GOOD GOVERNMENT STARTS WITH YOU

If you are interested in serving on a Town Committee, please fill out this form and mail to the Town Manager, Town Hall, 55 Main Street, Westford, MA 01886. This form may also be downloaded from the website at www.westford-ma.gov. All Committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date _____

Name _____

Address _____

Home Telephone _____ Email: _____

Amount of Time Available _____

Interest in What Town Committee _____

Present Occupation _____

Education Background _____

Town Offices Held

Other Volunteer Positions _____

Remarks _____

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Westford at a Glance.....	(inside back cover)

Elected Officials

Board of Health

3 year term

Zac Cataldo	121 Depot St.	2005
Joseph Guthrie, Jr.	2 Old Wood Rd.	2005
Todd M. Lobo	19 Salem Rd.	2007
Thomas J. Mahanna	25 Gould Rd.	2007
Joanne Martel	6 Marie Ann Drive	2006

Housing Authority

5 year term

Muriel Drake	8 LaSalette Rd.	2009
Carol Engel	26 Lowell Rd.	2006
Phyllis Koulouras	10 School Lane	2008

Appointed by Governor

Richard Eastmen	8 Jo-Jo Lane	8/7/2008
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Moderator

3 year term

Ellen Harde	39 Main St.	2005
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Planning Board

3 year term

Fred Palmer	147 Main St.	2006
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5 year term

Peter Fletcher	51 Concord Rd.	2008
Michael Green	11 Hidden Valley Rd.	2009
Andrea Peraner-Sweet	21 Kirsi Cir.	2007
Robert Shaffer	7 Blakes Hill Rd.	2005

School Committee

3 year term

Elizabeth F. Andrews	87 West Street	2006
Sharon Boonstra	13 Alcorn Crossing	2006
Daniel Haskard	9 Kylemore Dr.	2007
Cheryl Ann Klesaris	35 Vose Hill Rd.	2007
Margaret Murray	11 Sassafras Rd.	2005
Tamison Read Rose	31 Boston Rd.	2006
Don Siriani	38 Broadway St.	2005

Selectmen

3 year term

Dini Healy-Coffin	2 Ward Hill Rd.	2005
Robert Jefferies	11 Boston Rd.	2007
Allan Loiselle	14 Lawson Rd.	2005
Chris Romeo	239 Concord Rd.	2007
James G. Silva	98 Chamberlain Rd.	2006

Appointed Officials

Affordable Housing Committee

2 year term	Appointed by Town Manager	Date Term Expires
Bruce Caldwell	112 Keyes Rd.	6/30/2005
Lauren Coffey	178 Concord Rd.	6/30/2005
Doug Deschenes	5 Lindsay Lane	6/30/2004
Ann Eno	5 Fisher Way	6/30/2005
Scott Hazelton	76 Nutting Rd.	6/30/2005
Diane Holmes	59 Lowell Rd.	6/30/2005
Carl Lyman	102 Forge Village Rd.	6/30/2005
Elaine Nickerson	4 Jelley Rd.	6/30/2005
Andrea Peraner-Sweet	21 Kirsi Cir.	6/30/2005
Chris Pude	7 Bayberry Rd.	6/30/2005
Chris Romeo	239 Concord Rd.	6/30/2005
Jim Silva	98 Chamberlain Rd.	6/30/2005
Mary Trubey	34 Depot St.	6/30/2005

Board of Assessors

3 year term	Appointed by Town Manager	Date Term Expires
Kevin Burke	7 Sherlock Lane	2/28/2006
Diane Holmes	59 Lowell Rd.	6/30/2007
Titus Palmer	21 Vose Rd.	6/30/2006

Board of Cemetery Commissioners

3 year term	Appointed by Town Manager	Date Term Expires
Barbara Greenslade	45 Forge Village	6/30/2006
Daniel Provost	27 Orchard St.	6/30/2005
George Rogers	60 Pleasant St.	6/30/2007

Board of Water Commissioners

3 year term	Appointed by Town Manager	Date Term Expires
Robert Carter	8 Nutting Rd.	10/1/2005
Doug Deschenes	14 Keyes Rd.	6/30/2006
Harold Fletcher, Sr.	PO Box 394	6/30/2005
Leslie Thomas	8A Old Colony Dr.	6/30/2007

Chapter 40B Performance Standards Committee

	Appointed by Board of Selectmen	Date Term Expires
John Cadigan	8 Long Meadow Rd.	until task is completed
Zac Cataldo	121 Depot St.	until task is completed
Mark Conlon	20 Sherwood Dr.	until task is completed
Doug Deschenes	5 Lindsey Lane	until task is completed
Eric Fahle	9 Long Sought for Pond	until task is completed
Sam Frank	4 Wheeler Rd.	until task is completed
Mike Green	11 Hidden Valley Rd.	until task is completed
Roger Hall	53 North St.	until task is completed
Scott Hazelton	76 Nutting Rd.	until task is completed
Bob Jefferies	11 Boston Rd.	until task is completed
Fred Palmer	147 Main St.	until task is completed
Jim Silva	98 Chamberlain Rd.	until task is completed
Veronica Whitehouse	3 Providence Rd.	until task is completed

Commission for More Efficient Town Government

2 year term	Appointed by Town Manager	Date Term Expires
Kevin Caffrey	5 Sawmill Rd.	6/30/2004
Laurie Carrick	9 Kirsi Circle	6/30/2004
Sarah Duffy	7 York Ave.	6/30/2004
Bob Jefferies	11 Boston Rd.	6/30/2004
Bob Laporte	15 Kylemore Dr.	6/30/2004
Margaret Murray	11 Sassafras Rd.	6/30/2004
Nancy Rosinski	13 North Hill Rd.	6/30/2004
Evan Schapiro	16 Tadmuck Rd.	6/30/2004
Jim Sullivan	10 Bayberry Rd.	6/30/2004
Kirk Ware	5 Granada Rd.	6/30/2004
Bob Waskiewicz	4 Leland Rd.	6/30/2004

Communication Advisory Committee

1 year term	Appointed by Board of Selectmen	Date Term Expires
Marc Davidson	69 Providence Rd.	6/30/2005
Dave Levy	354 Groton Rd.	6/30/2004
Jim Silva	98 Chamberlain Rd.	6/30/2005
David Weaver	10 Chicory Rd.	6/30/2005
Ken Woods	74 Tenney Rd.	6/30/2005

Community Preservation Committee

staggered terms	Appointed by Board of Selectmen	Date Term Expires
Kathleen Healy	95 North Main St.	6/30/2005
Christine MacMillan	12 Maple St.	6/30/2005
Ingrid Nilsson	6 Depot St.	6/30/2007
Evan Schapiro	16 Tadmuck Rd.	6/30/2003
Bob Shaffer	7 Blakes Hill Rd.	6/30/2003
Ken Tebbetts	8 Moore Rd.	6/30/2004
Mary Ellen Tynan	10 Kirsi Cir	

staggered terms	Appointed by Conservation Commission	Date Term Expires
Marilyn Frank	6 Chamberlain Rd.	6/30/2007

Conservation Commission

3 year term	Appointed by Board of Selectmen	Date Term Expires
Eric Fahle	9 Long Sought For Pond Rd.	6/30/2005
Marilyn Frank	6 Chamberlain Rd.	6/30/2007
Ann Jefferies	11 Boston Rd.	6/30/2006
Peter Mahler	25 Vine Brook Rd.	6/30/2007
Marian McCurley	55 Vine Brook Rd.	6/30/2005
Mary Trubey	34 Depot St.	6/30/2007
Margaret Wheeler	171 Depot St.	6/30/2007

Council on Aging

3 year term	Appointed by Town Manager	Date Term Expires
Nancy Cook	PO Box 869	6/30/2007
Helena Crocker	34 West St.	6/30/2006
Dorothy Hall	10 Highland Rd.	6/30/2006
Cecelia Healy	57 North Main St.	6/30/2007
George P. Rogers	60 Pleasant St.	2/7/2006
Evan Schapiro	16 Tadmuck Rd.	6/30/2007
Robert Tierney	10 Tallard Rd.	6/30/2005

Cultural Council

3 year term	Appointed by Board of Selectmen	Date Term Expires
Kelly Beattie	26 Honeysuckle Rd.	6/30/2006
Elizabeth Michaud	11 Beaver Dam Dr	10/31/2005
Cheryl Serpe	17 Shelly Lane	6/30/2007
Debra Vanderwerf	13 Vose Hill Rd	6/30/2006
Kristin Vegeto	7 Abby Rd.	10/31/2005
Lynne Vesey	80 Old Lowell Rd.	06/30/2007

Emergency Management

1 year term	Appointed by Town Manager	Date Term Expires
Joe Targ	51 Main St.	6/30/2004
Tim Whitcomb	53 Main St.	6/30/2004

Finance Committee

3 year term	Appointed by Moderator	Date Term Expires
Harvey Greenberg	3 Carolina Lane	6/30/2005
Richard MacKenzie	5 South Chelmsford Rd.	6/30/2007
David C. Murray	11 Sassafras Rd.	6/30/2005
Kelly Ross	7 Carriage Way	6/30/2005
Charles A. Rusman	9 Timberlee Lane	6/30/2007
James Sullivan	10 Bayberry Rd.	6/30/2006

Historical Commission

3 year term	Appointed by Board of Selectmen	Date Term Expires
Sally Benedict	1 Hildreth St.	6/30/2007
Phil Gilbert	16 Frances Hill Rd.	6/30/2002
Jane Hinckley	24 Boston Rd.	6/30/2004
Roberta McGuire	60 Chamberlain Rd.	6/30/2006
Bob Oliphant	3 Robinson Rd.	6/30/2005
Roland Pendlebury	23 North Street	6/30/2006
Stacey Perron	PO Box 3114	6/30/2002
Kenneth Tebbetts	8 Moore Rd.	6/30/2007

Housing Authority

Appointed by Governor	Appointed by the Governor	Date Term Expires
Richard Eastmen	8 Jo-Jo Lane	8/7/2008

Land Acquisition Oversight Committee

no expiration of term	Appointed by Town Manager	Date Term Expires
Diane Holmes	59 Lowell Rd.	no expiration of term
Ron Johnson	77 Carlisle Rd.	no expiration of term
Bob LaPorte	15 Kylemore Dr.	no expiration of term
Christine MacMillan	12 Maple St.	no expiration of term
Peter Mahler	25 Vine Brook Rd.	no expiration of term
Elaine McKenna	58 Newport Drive	no expiration of term
Leslie Thomas	8A Old Colony Dr.	no expiration of term

Master Plan Implementation Committee

1 year term	Appointed by Planning Board	Date Term Expires
Michael Bonenfant	18 Concord Rd., PO Box 18	6/30/2004
Bill Bradley	13 Tenney Rd.	6/30/2004
Mark Colon	20 Sherwood Dr.	6/30/2004
Peter Ewing	21 Homestead Rd.	6/30/2004
Peter Fletcher	51 Concord Rd.	6/30/2004
Sam Frank	4 Wheeler Lane	6/30/2004
Michael Green	11 Hidden Valley Rd.	6/30/2004
Diane Holmes	59 Lowell Rd.	6/30/2003
Bob Krankiewicz	13 Boston Rd.	6/30/2004
Ingrid Nilsson	6 Depot St.	6/30/2004
Fred Palmer	147 Main St.	6/30/2004
Andrea Peraner-Sweet	21 Kirsí Cir.	6/30/2004
Peter Severence	3 Snow Dr.	6/30/2004
Bob Shaffer	7 Blakes Hill Rd.	6/30/2004
Tom Spuhler	232 Concord Rd.	6/30/2004
Ed Thomas	10 Snow Dr.	6/30/2004
Leslie Thomas	8A Old Colony Dr.	6/30/2004

Appointed Officials

Monument Advisory Committee

3 year term	Appointed by Town Manager	Date Term Expires
Nancy Cook	PO Box 869	6/30/2006
Patty Dubey	30 Pleasant St.	6/30/2006
Ellen Harde	39 Main St.	6/30/2006
Paul Murray	12 Wilshire Ave.	6/30/2206
Stacey Perron	PO Box 2115	6/30/2006
Jonathan Revis	Beacon St.	6/30/2006
Jack Wrobel	13 Monadnock Dr.	6/30/2006

Nashoba Valley Technical High School District Committee

3 year term	Appointed by BOS, School Committee, Moderator	Date Term Expires
Hajo Koester	65 Providence Rd.	3/31/2008
Joan O'Brien	11 Cold Spring Rd.	3/31/2007

Northern Middlesex Council of Government

1 year term	Appointed by Board of Selectmen	Date Term Expires
Robert Jefferies	11 Boston Rd.	6/30/2004
Jim Silva	98 Chamberlain Rd.	6/30/2004

Parkerville Schoolhouse Committee

3 year term	Appointed by Town Manager	Date Term Expires
Charles Cusson	248 Groton Rd.	6/30/2006
Susan Cusson	248 Groton Rd.	6/30/2006
Heidi Hatke	78R Carlisle Rd.	6/30/2006
Jennie Johnson	30 Old Lowell Rd.	6/30/2005
June Kennedy	31 Old Lowell Rd.	6/30/2005
Roger Plaisted	175 Carlisle Rd.	6/30/2006
John Wilder	61 Carlisle Rd.	6/30/2006

Parks & Recreation Commission

3 year term	Appointed by Town Manager	Date Term Expires
Fred Callahan	7 Chippewa Rd.	6/30/2005
Kevin Caviston	14 Morning Glory Circle	6/30/2004
Wayne D'Agostino	27 Patten Road	6/30/2007
John Johnson	8 Brookview Dr.	6/30/2007
Max Steiner	8 Coolidge St.	6/30/2004
Mary Ellen Tynan	10 Kirsi Circle	6/30/2006

Permanent School Building Committee

no expiration of term	Appointed by Board of Selectmen	Date Term Expires
Patricia Arnold	17 Vineyard Rd.	no expiration of term
Steven Brierley	16 Phillips Dr.	no expiration of term
Karen Cavanaugh	8 Dempsey Way	no expiration of term
Thomas Ellis	5 Chicory Lane	no expiration of term
Steven Goodwin	133 Main St.	no expiration of term
Angela Harkness	15 Castle Rd.	no expiration of term
Robert Jefferies	PO Box 487	no expiration of term
Kenneth Morgan	4 Dutchman Lane	no expiration of term
Michael Mulligan	4 Polley Rd.	no expiration of term
George Murray	14 Heywood Dr.	no expiration of term
Robert Smith	10 Hillside Ave.	no expiration of term
Kirk Ware	5 Grenada Dr.	no expiration of term
Victor Weisenbloom	25 Chippewa Rd.	no expiration of term

Permanent Town Building Committee

2 year term	Appointed by Board of Selectmen	Date Term Expires
Eric Bellone	1 Cobbler Rd.	6/30/2005
Christopher Doonan	3 Talus Way	6/30/2005
Scott Hazelton	76 Nutting Rd.	6/30/2005
Lawrence Order	9 Lillian Rd.	6/30/2005
3 year term	Appointed by Board of Selectmen	Date Term Expires
Karen Cavanaugh	8 Dempsey Way	6/30/2006
Paul Davies	6 Crest Dr.	6/30/2006
Thomas Mahanna	4 Butterfield Lane	6/30/2006

Personnel Advisory Committee

alternate	Appointed by Board of Selectmen	Date Term Expires
Thomas Kleinhanzl	5 Rosebud Lane	no expiration of term
no expiration of term	Appointed by Board of Selectmen	Date Term Expires
Elaine McKenna	58 Newport Dr..	no expiration of term
Dana Owens	342 Groton Rd.	no expiration of term
Kathleen Smith	10 Jennie Richards Rd.	no expiration of term
Mark Szytko	4 Heather Dr.	no expiration of term
Jack Wrobel	13 Monadnock Dr.	resigned 10/04

Appointed Officials

Records and Archives Committee

3 year term	Appointed by Town Manager	Date Term Expires
Ellen Harde	39 Main St.	6/30/2005
Jane Hinckley	24 Boston Rd.	3/31/2005
Virginia Moore	Fletcher Library	6/30/2005
Bob Oliphant	3 Robinson Rd.	6/30/2005
Kaari Mai Tari	55 Main St.	3/31/2005

Recycling Commission

3 year term	Appointed by Town Manager	Date Term Expires
William Beck	24 Tadmuck Rd.	resigned 12/31/2004
Andrew Bergamini	78 Graniteville Rd.	6/30/2006
Gerry DiBello	6 Court Rd.	6/30/2005
Mike Gustin	22 Meadow Lane	6/30/2005
Elizabeth Sawyer	4 Cherry Lane	6/30/2005
Barbara Theriault	8 Tadmuck Lane	6/30/2005

Regional Recreational Trail Committee

1 year term	Appointed by Town Manager	Date Term Expires
Sandra Habe	Asst. Recreation Dir.	6/30/2004
Peter Mahler	25 Vine Brook Rd.	6/30/2003
George Turner	8 Rose Lane	6/30/2004
Beverly Woods	74 Tenney Rd.	6/30/2004

Registrars of Voters

3 year term	Appointed by Board of Selectmen	Date Term Expires
Mary Caless	70 Beaverbrook Rd.	6/30/2004
Philip R. McGee	2 Beaverbrook Rd.	6/30/2005
Kaari Tari	55 Main St.	10/31/2004
Donald Whitehouse	3 Providence Rd.	6/30/2003

Roudenbush Community Center Committee

3 year term	Appointed by Town Manager	Date Term Expires
Christine Coughlin	27 Phillips Dr.	6/30/2006
Arlene Hammel	17 Colonial Dr.	6/30/2006
Gary Hultgren	8 Kylemore Dr.	6/30/2007
Jim Passios	7 Ward Hill Rd.	6/30/2005
James Pecora	1 Pine Ridge Rd.	6/30/2007
Frank Pennella	3 Tallard Rd.	6/30/2007
Marshall-Ben Tisdale	11 Prescott St.	6/30/2007
Jack Viera	12 Kirsi Cir	7/15/2004
Bob Waskiewicz	4 Leland Rd.	6/30/2007
Ray Wauford	4 Lucille Ave	6/30/2005

Senior Center Wellness Committee

	Appointed by Board of Selectmen	Date Term Expires
Fred Magdalenski	27 South Chelmsford Rd.	no specific length of time
Don Menefee	46 Hildreth St.	no specific length of time
Mary Eve Miller	89 Concord Rd.	no specific length of time
Debra Vanderwerf	13 Vose Hill Rd.	no specific length of time

Stepinski Land Acquisition Negotiating Committee

for as long as needed	Appointed by Town Manager	Date Term Expires
Paul Alphen	9 Boutwell Hill Rd.	as long as needed
Michael Bonenfant	18 Concord Rd.	as long as needed
Bob Carter	8 Nutting Rd.	as long as needed
Dini Healy-Coffin	PO Box 198	as long as needed
Norman Khumalo	Town Hall	as long as needed
Steve Ledoux	Town Hall	as long as needed
David Murray	11 Sassafras Rd.	as long as needed
Andrea Peraner-Sweet	21 Kirsi Circle	as long as needed
Bob Shaffer	7 Blakes Hill Rd.	as long as needed
Jim Silva	98 Chamberlain Rd.	as long as needed
Leslie Thomas	8A Old Colony Circle	as long as needed
Christie Williams	32 North St.	as long as needed

Stony Brook Master Plan Sub-Committee

1 year term	Appointed by Planning Board, Board of Selectmen	Date Term Expires
Paul Alphen	9 Boutwell Hill Rd.	6/30/2004
Jean Drula	14 Hopkins Place	6/30/2004
Eric Fahle	9 Long Sought For Pond Rd.	6/30/2004
Sandra Habe	Asst. Recreation Dir.	6/30/2004
Dini Healy-Coffin	2 Ward Hill Rd.	6/30/2004
Elaine Nickerson	4 Jelley Rd.	6/30/2004
Andrea Peraner-Sweet	21 Kirsi Cir.	6/30/2004
Chris Pude	7 Bayberry Rd.	6/30/2004
Pat Savage	54 BroadwaySt., Westford Recr	6/30/2004
Warren Sweetser	69 Acton Rd.	6/30/2004
Leslie Thomas	8A Old Colony Dr.	1/27/2005
Kirk Ware	5 Granada Dr.	6/30/2004

Tax Classification Study Committee

no expiration of term	Appointed by Town Manager	Date Term Expires
James H. Brooks	7 Drawbridge Rd.	no expiration of term
Bill Collins	32 Story St.	no expiration of term
Joe Diamond	18 Vine Brook Rd	no expiration of term
C. L. Gildroy	2 Old Wood Rd.	no expiration of term
Harvey Greenberg	3 Carolina Rd	no expiration of term
Scott MacKay	7 Crown Rd.	no expriation of term
Fred Magdalenski	27 South Chelmsford Rd.	no expiration of term
Valerie Wormell	245 Vose Hill Rd.	no expiration of term

Tax Possession Sale Committee

3 year term	Appointed by Board of Selectmen	Date Term Expires
Mary L. Caless	70 Beaver Brook Rd	6/30/2007
Angela Harkness	15 Castle Road	6/30/2005
A. Justin McCarthy	8 Wheeler Lane	6/30/2006

Town Report Committee

2 year term	Appointed by Board of Selectmen	Date Term Expires
Lynn Cohen	16 Fletcher Rd.	6/30/2006
Ellen Harde	39 Main St.	6/30/2006
3 year term	Appointed by Board of Selectmen	Date Term Expires
Jennifer Heil	27 Gould Rd.	6/30/2007

Tree Warden

no expiration of term	Appointed by Board of Selectmen	Date Term Expires
Carlton Rooks	65 Patten Rd.	6/30/2005

Westford Anniversary Celebration Committee

Until end of 2004	Appointed by Town Manager	Date Term Expires
Jim Arciero	18 Banbury Dr.	12/31/2004
Barbara E. Brewer	150 Plain Rd.	12/31/2004
Jane Carpenter	7 Graniteville Rd.	12/31/2004
Nancy Cook	25 North Main St.	12/31/2004
Jeff Ernst	25 Misty Lane	12/31/2004
Susan Ernst	25 Misty Lane	12/31/2004
Lenore Franklin	6 Wayne Rd.	12/31/2004
Lisa Garvey	24 Sherwood Dr.	12/31/2004
Diane Healy	26 Broadway St.	12/31/2004
Sarah Ledder	2 Griffin Rd.	12/31/2004
Paul MacMillan	12 Maple St.	12/31/2004
Patti Mason	22 Old Homestead Rd.	12/31/2004
Joyce Minosh	19 Kirsie Circle	12/31/2004
Dottie Molignano	10 Depot Rd.	12/31/2004
Andy Olszowy	29 Pierce Ave.	12/31/2004
Donna Powell	17 Drawbridge Rd.	12/31/2004
Sally Pratt	7 Hearthstone Rd.	12/31/2004
Deborah Rorke	2 Fieldstone Dr.	12/31/2004
Nancy Schiavone	9 Villanova Dr.	12/31/2004
Ken Tebbets	8 Moore Rd.	12/31/2004

Zoning Board of Appeals

5 year term	Appointed by Board of Selectmen	Date Term Expires
David Earl	17 Depot St.	6/30/2009
Jay Enis	13 Pine Tree Trail	6/30/2006
Sam Frank	4 Wheeler Lane	6/30/2006
Roger Hall	53 North St.	7/31/2006
Robert Herrmann	101 Concord Rd.	7/31/2007
Ronald H. Johnson	77 Carlisle Rd.	6/30/2009
H. James Kazeniac	9 Robinson Rd.	6/30/2006

GENERAL MEETING TIMES FOR BOARDS & COMMITTEES

Board/Committee	Day of the Month	Time	Location
Board of Health	2 nd & 4 th Monday	7:00pm	J.V. Fletcher Library
Board of Selectmen	2 nd & 4 th Tuesday	7:30 pm	J.V. Fletcher Library Meeting Room
Conservation Commission	2 nd & 4 th Wednesday	7:30 pm	Rogers Fire Station
Council on Aging	2 nd Thursday	4:00 pm	Cameron Senior Center
Historical Commission	3 rd Wednesday	7:00 pm	Museum Cottage
Housing Authority	2 nd Thursday	7:00 pm	
Parks & Recreation	1 st Monday	7:00 pm	Cameron Senior Center
Planning Board	1 st & 3 rd Monday	7:30 pm	Westford Academy, Room 100
Recycling Commission	2 nd Thursday	7:30 pm	Cameron Senior Center
Roudenbush Community Center	4 th Tuesday	7:30 pm	Roudenbush Community Center
School Committee	Every other Monday	7:30 pm	Westford Academy, Room 114
Water Commission	1 st & 3 rd Tuesday	5:30 pm	Water Dept. Operation Center
Zoning Board of Appeals	3 rd Wednesday	7:30 pm	Westford Academy, Room 144

TOWN OF WESTFORD
Democratic Presidential Primary
March 2, 2004
Official Results

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	TOTAL
<i>Presidential Preference (Vote for One)</i>							
Blanks	0	1	4	1	3	2	11
Richard Gephardt	1	2	2	0	0	0	5
Joseph Lieberman	3	3	3	3	6	4	22
Wesley K. Clark	4	2	2	1	3	2	14
Howard Dean	14	14	17	14	14	2	75
Carol Moseley Braun	1	0	0	0	0	0	1
John Edwards	87	90	80	80	110	83	530
Jennis J. Kucinich	6	13	5	12	12	4	52
John F. Kerry	209	243	248	243	272	202	1417
Syndon H. LaRouche, Jr.	0	2	1	1	0	0	4
Al Sharpton	0	4	4	2	1	4	15
Jo Preference	0	1	1	3	0	2	7
Disc. Write Ins							
Edward M. Kennedy	1						1
Ralph Nader			2				2
George Bush					1		1
TOTALS	326	375	369	360	422	305	2157
<i>State Committee Man (Vote for One Man)</i>							
Blanks	115	121	131	122	145	105	739
Curtis J. LeMay	211	254	238	236	277	200	1416
Disc. Write Ins				1			1
Stanford Doucette				1			1
TOTALS	326	375	369	360	422	305	2157
<i>State Committee Woman (Vote for One Woman)</i>							
Blanks	114	114	130	118	142	101	719
Patricia A. Kirwin-Keilty	212	261	239	241	280	204	1437
Disc. Write Ins							0
Disc Write-ins				1	0		1
TOTALS	326	375	369	360	422	305	2157
<i>Own Committee (Vote for not more than 35)</i>							
Blanks	11399	13002	12757	12508	14561	10675	74902
James Arciero		7	9	5	12		33
Augustus P Bickford		7	9	5	12		33
Benjamin Coffin		7	9	5	12		33
Don F Eno		7	9	5	12		33
Carilyn Frank		7	9	5	12		33
Jeffrey D Hall		8	9	5	13		35
Kathleen A Healy		7	9	5	13		34
Geraldine Healy-Coffin		7	10	5	12		34
Art G Lyman		8	9	5	12		34
Philip R McGee		7	9	5	12		33
Pamela D. O'Rourke-Hall		7	9	5	12		33
Sam G Schapiro		7	9	5	13		34
Donald Louis Siriani		7	9	5	12		33
Gary H Trubey		7	9	5	12		33
Sheila M Tucke		7	9	5	12		33
Donald Whitehouse	1	7	11	7	12		38
Veronica L Whitehouse	1	7	11	7	12		38
Elizabeth McMahon		1					1
Lawrence McMahon		1					1
Rob Krankewicz				1			1
Rusty O'Keefe				1			1
Emily Teller				1			1
Stanford Doucette				1			1
Jane Wood					1		1
Tim McCarthy					1		1
TOTALS	11401	13125	12915	12601	14770	10675	75487

Presidential Primary: March 2, 2004

TOWN OF WESTFORD
March 2, 2004
Republican Presidential Primary
Official Results

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	TOTAL
<i>Presidential Preference (Vote for One)</i>							
Blanks	4	5	0	6	0	1	16
George W. Bush	58	79	57	59	75	72	400
No Preference	5	5	3	1	6	11	31
Misc. Write Ins							0
Edwards, John		3		2			5
John Kerry					1		1
John McCain					1		1
TOTALS	67	92	60	68	83	84	454
<i>State Committee Man (Vote for One Man)</i>							
Blanks	34	57	36	36	37	58	258
Misc. Write Ins							0
Alan Rubin	12	19	8	13	32	17	101
Jeffrey S. Wilson	20	15	16	19	14	7	91
Dennis Galvin	1	1					2
Angel Connell						2	2
TOTALS	67	92	60	68	83	84	454
<i>State Committee Woman (Vote for One Woman)</i>							
Blanks	17	34	20	20	30	25	146
Susan S. Slade	50	58	40	48	53	59	308
Misc. Write Ins							0
TOTALS	67	92	60	68	83	84	454
<i>Town Committee (Vote for not more than 35)</i>							
GROUP	41	46	38	40	48	51	264
Group Blanks	26	46	22	28	35	33	190
Individual Blanks	1066	1699	1061	1210	1421	1472	7929
Angel Connell	46	57	45	44	56	60	308
Maryanne E. Connell	45	55	45	46	51	58	300
Dennis J. Galvin	54	73	43	52	64	57	343
Kathleen M. Galvin	48	63	41	49	58	55	314
Charlotte A. Scott	46	55	42	41	50	55	289
John E. Wrobel, Jr.	46	64	45	50	58	59	322
Gunars V. Zagars	45	55	40	42	51	54	287
Frederick R. Radcliffe	44	55	41	43	49	52	284
Gaylord MacCartney	44	55	42	41	49	53	284
Kenneth Maurer	43	55	40	42	52	53	285
Wade T. Fox	43	54	40	41	50	54	282
William J. Mantville	43	52	39	40	49	52	275
Marianne C. Fleckner	44	54	43	40	51	55	287
Charles E. Small	47	54	39	43	50	53	286
Robert E. Stafford	43	52	40	41	49	53	278
Robert H. Masow	44	53	42	40	49	53	281
David A. Keele	46	63	44	45	53	54	305
Wilbert Vaughn	43	52	41	42	49	57	284
Bette R. Hook	47	60	45	46	51	59	308
Mary L. Caless	44	62	45	45	52	58	306
Margaret M. Teague	45	58	40	42	53	59	297
Nancy J. Cook	45	65	42	45	51	59	307
John F. X. Gaquin	46	53	42	40	49	53	283
James P. Cunha	48	58	39	46	54	53	298
Nicholas V. Basinas	8	13	3	10	17	12	63
Rita Connell	8	13	3	10	19	11	64
William D. Connell	8	13	3	10	19	11	64
Ellen Cunha	8	13	3	10	16	11	61
Daniel P. Galvin	8	13	3	10	17	11	62
Joseph M. Galvin	8	13	3	10	17	11	62
Timothy W. Galvin	7	13	3	9	17	11	60
Hajo W. Koester	8	13	3	10	17	11	62
Carolyn P. Ricciardi	8	13	3	10	17	11	62
Alan Rubin	8	13	4	11	21	11	68
Victor Weisenbloom	8	13	3	10	17	11	62
Haskard, Daniel		1					1
Francis X. Burke						1	1
TOTALS	2309	3312	2160	2434	2946	3007	16168

TOWN OF WESTFORD
Green-Rainbow Presidential Primary
March 2, 2004
Official Results

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	TOTAL
<i>Presidential Preference (Vote for One)</i>							
Blanks			0	0			0
Kent Mesplay							0
Lorna Salzman							0
Paul Glover							0
David Cobb				1			1
No Preference							0
Write Ins							0
Ralph Nader			1				1
TOTALS	0	0	1	1	0	0	2
<i>State Committee Man (Vote for One Man)</i>							
Blanks	0	0	1	1	0	0	2
Write Ins	0	0	0	0		0	0
							0
TOTALS	0	0	1	1	0	0	2
<i>State Committee Woman (Vote for One Woman)</i>							
Blanks	0	0	1	1	0	0	2
Write Ins	0	0	0	0	0	0	0
							0
TOTALS	0	0	1	1	0	0	2
<i>Town Committee (Vote for No More than 10)</i>							
Blanks			10	10			20
							0
Write Ins	0	0	0	0	0	0	0
TOTALS	0	0	10	10	0	0	20

Presidential Primary: March 2, 2004

TOWN OF WESTFORD
Libertarian Presidential Primary
March 2, 2004
Official Results

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	TOTAL
<i>Presidential Preference (Vote for One)</i>							
Blanks		0	0	0	0		0
Jeffrey Diket							0
Ruben Perez							0
Aaron Russo							0
Michael Badnarik							0
Gary Nolan		2		1	1		4
Write Ins							0
John Kerry			1				1
TOTALS	0	2	1	1	1	0	5
<i>State Committee Man (Vote for One Man)</i>							
Blanks	0	2	1	1	1	0	5
Clifford Riding, Jr.				0			0
Write Ins	0	0	0	0	0	0	0
TOTALS	0	2	1	1	1	0	5
<i>State Committee Woman (Vote for One Woman)</i>							
Blanks		2	1	1	1		5
Write Ins				0	0		0
TOTALS	0	2	1	1	1	0	5
<i>Town Committee (Vote for No More than 3)</i>							
Blanks		6	3	2	3		14
Clifford Riding, Jr.				1			1
Write Ins					0		0
TOTALS	0	6	3	3	3	0	15

TOWN OF WESTFORD
Annual Town Election
May 4, 2004
Official Results

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	TOTAL
Board of Selectmen (3 Year Term) - Vote for 2							
Blanks	38	52	30	36	68	26	250
Robert S. Jefferies	116	179	153	160	215	120	943
Christopher A. Romeo	134	184	144	180	205	108	955
Craig K. Grimm	69	134	65	70	137	63	538
Write Ins (total)	3	5	2	4	5	1	20
TOTALS	360	554	394	450	630	318	2706
Board of Health (3 Year Term)-Vote for 2							
Blanks	70	150	97	94	186	80	677
Todd M. Lobo	145	202	147	181	221	124	1020
Thomas J. Mahanna	145	202	149	175	223	114	1008
Write Ins	0	0	1	0	0	0	1
TOTALS	360	554	394	450	630	318	2706
Housing Authority - Vote for 1							
Blanks	32	65	47	43	95	33	315
Muriel T. Drake	148	211	149	182	220	126	1036
Write Ins	0	1	1	0	0	0	2
TOTALS	180	277	197	225	315	159	1353
Library Trustees (3 Year Term) - Vote for 2							
Blanks	66	134	78	74	168	72	592
Elizabeth M. Adams	139	200	160	181	224	123	1027
John E. Wrobel, Jr.	154	217	155	193	238	122	1079
Write Ins	1	3	1	2	0	1	8
TOTALS	360	554	394	450	630	318	2706
Planning Board (5 Year Term) - Vote for 1							
Blanks	28	60	40	34	90	34	286
Michael Green	152	217	155	189	225	125	1063
Write Ins	0	0	2	2	0	0	4
TOTALS	180	277	197	225	315	159	1353
School Committee (3 Year Term) - Vote for 2							
Blanks	59	141	95	89	208	83	675
Daniel Haskard	151	206	148	181	213	120	1019
Cheryl Ann Klesaris	150	205	151	177	209	115	1007
Write Ins	0	2	0	3	0	0	5
TOTALS	360	554	394	450	630	318	2706
Total Registered Voters	2177	2309	2420	2350	2420	2179	13855
Precinct Totals:	180	277	197	225	315	159	1353
Total Voter Turnout	8.3%	12.0%	8.1%	9.6%	13.0%	7.3%	9.8%

TOWN OF WESTFORD
Democratic Party State Primary
September 14, 2004
Official Results

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	TOTAL
<i>Representative in Congress (Vote for One)</i>							
Blanks	8	15	8	4	9	11	55
Martin T. Meehan	30	53	59	45	62	39	288
Write Ins	0		0	1		1	2
Niki Tsongas		1					1
Howie Carr		1					1
George Wyman					1		1
TOTALS	38	70	67	50	72	51	348
<i>Councillor (Vote for One)</i>							
Blanks	9	15	14	8	21	16	83
Marilyn M. Petitto							
Devaney	29	55	53	42	51	35	265
Write Ins	0	0	0	0	0	0	0
TOTALS	38	70	67	50	72	51	348
<i>Senator in General Court (Vote for One)</i>							
Blanks	5	10	8	8	11	4	46
Steven C. Panagiotakos	33	60	59	42	61	46	301
Write Ins	0	0	0	0	0	1	1
TOTALS	38	70	67	50	72	51	348
<i>Representative in General Court (Vote for One)</i>							
Blanks	6	10	7	7	10	7	47
Geoffrey D. Hall	32	59	60	43	61	43	298
Write Ins	0	1	0	0	1	1	3
TOTALS	38	70	67	50	72	51	348
<i>Sheriff (Vote for One)</i>							
Blanks	1	2	4	2	6	0	15
James V. DiPaola	23	32	20	16	28	23	142
Robert A. DeMoura	13	34	43	27	28	26	171
Brian M. Gillis	1	2	0	5	10	2	20
Write Ins	0	0	0	0	0	0	0
TOTALS	38	70	67	50	72	51	348
<i>Precinct Totals:</i>	38	70	67	50	72	51	348

TOWN OF WESTFORD
Republican Party State Primary
September 14, 2004
Official Results

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	TOTAL
<i>Representative in Congress (Vote for One)</i>							
Blanks	0	5	1	7	1	1	15
Ilana Freedman	25	22	23	11	18	12	111
Thomas P. Tierney	19	17	15	23	18	19	111
Write Ins		0	0	1	0	0	1
Jim Arciero	1						1
TOTALS	45	44	39	42	37	32	239
<i>Councillor (Vote for One)</i>							
Blanks	45	43	38	42	37	31	236
Write Ins	0		1	0	0	1	2
Angel Connell		1					1
TOTALS	45	44	39	42	37	32	239
<i>Senator in General Court (Vote for One)</i>							
Blanks	10	10	7	7	11	7	52
Brooks T. Lyman	35	34	32	35	26	25	187
Write Ins	0	0	0	0	0	0	0
TOTALS	45	44	39	42	37	32	239
<i>Representative in General Court (Vote for One)</i>							
Blanks	2	2	4	4	1	0	13
Dennis J. Galvin	43	42	35	38	36	32	226
Write Ins	0	0	0	0	0	0	0
TOTALS	45	44	39	42	37	32	239
<i>Sheriff (Vote for One)</i>							
Blanks	41	39	39	40	36	30	225
Write Ins			0	1			1
DePaola	2	3		1	1		7
Arciero	1						1
DeMoura	1						1
Angel Connell		1					1
Lawrence P. Connell		1					1
Dick Jordan						1	1
Thomas Tierney						1	1
TOTALS	45	44	39	42	37	32	239
<i>Precinct Totals:</i>	45	44	39	42	37	32	239

TOWN OF WESTFORD
Green Party State Primary
September 14, 2004
Official Results

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	TOTAL
<i>Representative in Congress (Vote for One)</i>							
Blanks				0			0
Write Ins							0
Anne Donahue				1			1
Meehan				1			1
TOTALS	0	0	0	2	0	0	2
<i>Councillor (Vote for One)</i>							
Blanks				2			2
Write Ins				0			0
TOTALS	0	0	0	2	0	0	2
<i>Senator in General Court (Vote for One)</i>							
Blanks				0			0
Write Ins							0
Gil Obler				1			1
Panagiotakos				1			1
TOTALS	0	0	0	2	0	0	2
<i>Representative in General Court (Vote for One)</i>							
Blanks				1			1
Write Ins							0
Thomas Kennedy				1			1
TOTALS	0	0	0	2	0	0	2
<i>Sheriff (Vote for One)</i>							
Blanks				0			0
Write Ins							0
Brian Gillis				2			
TOTALS	0	0	0	2	0	0	2
Precinct Totals:	0	0	0	2	0	0	2

TOWN OF WESTFORD
Libertarian Party State Primary
September 14, 2004
Official Results

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	TOTAL
<i>Representative in Congress (Vote for One)</i>							
Blanks				1			1
Write Ins				0			0
TOTALS	0	0	0	1	0	0	1
<i>Councillor (Vote for One)</i>							
Blanks				1			1
Write Ins				0			0
TOTALS	0	0	0	1	0	0	1
<i>Senator in General Court (Vote for One)</i>							
Blanks				1			1
Write Ins				0			0
TOTALS	0	0	0	1	0	0	1
<i>Representative in General Court (Vote for One)</i>							
Blanks				1			1
Write Ins				0			0
TOTALS	0	0	0	1	0	0	1
<i>Sheriff (Vote for One)</i>							
Blanks				1			1
Write Ins				0			0
TOTALS	0	0	0	1	0	0	1
<i>Precinct Totals:</i>	0	0	0	1	0	0	1

TOWN OF WESTFORD
Presidential Election
November 2, 2004
Official Results

	PRECINCT 1	PRECINCT 2	PRECINCT 3	PRECINCT 4	PRECINCT 5	PRECINCT 6	TOTAL
<i>Electors of President and Vice President</i>							
Blanks	6	6	14	4	4	3	37
Badnarik and Campagna	9	15	17	16	10	18	85
Bush & Cheney	873	864	989	895	921	871	5413
Cobb and LaMarche	5	11	10	9	7	6	48
Kerry & Edwards	938	1006	994	1057	1110	886	5991
Misc. Write Ins	4	4	3	2	3	2	18
McCain	7	5	1	3	3	2	21
Nader	2	5	9	7	7	5	35
TOTALS	1844	1916	2037	1993	2065	1793	11648
<i>Representative in Congress (Vote for One)</i>							
Blanks	62	71	78	78	87	69	445
Martin T. Meehan	1093	1193	1228	1199	1305	1081	7099
Thomas P. Tierney	689	651	729	714	672	642	4097
Misc. Write Ins	0	1	2	2	1	1	7
TOTALS	1844	1916	2037	1993	2065	1793	11648
<i>Councillor (Vote for One)</i>							
Blanks	641	638	697	636	693	569	3874
Marilyn M. Petitto							
Devaney	1192	1265	1329	1341	1360	1216	7703
Write Ins	11	13	11	16	12	8	71
TOTALS	1844	1916	2037	1993	2065	1793	11648
<i>Senator in General Court (Vote for One)</i>							
Blanks	115	116	125	136	124	113	729
Steven C. Panagiotakos	1089	1232	1273	1171	1337	1137	7239
Brooks T. Lyman	640	567	637	685	603	542	3674
Write Ins	0	1	2	1	1	1	6
TOTALS	1844	1916	2037	1993	2065	1793	11648
<i>Representative in General Court (Vote for One)</i>							
Blanks	50	47	58	65	70	81	371
Geoffrey D. Hall	911	1129	1142	987	1243	963	6375
Dennis J. Galvin	881	737	835	940	752	749	4894
Write Ins	2	3	2	1	0	0	8
TOTALS	1844	1916	2037	1993	2065	1793	11648
<i>Sheriff (Vote for One)</i>							
Blanks	579	573	643	615	649	508	3567
James V. DiPaola	1252	1326	1381	1362	1407	1273	8001
Write Ins	13	17	13	16	9	12	80
TOTALS	1844	1916	2037	1993	2065	1793	11648
<i>Precinct Totals</i>	1844	1916	2037	1993	2065	1793	11648
<i>Total Registered Voters</i>	2249	2419	2522	2476	2535	2245	14446
<i>Percentage Turnout</i>	81.99%	79.21%	80.77%	80.49%	81.46%	79.87%	80.63%

ANNUAL TOWN MEETING

May 8, 2004

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Saturday, May 8, 2004, called to commence at 10:00 am, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the meeting to order at 10:00 am.

It was voted unanimously to allow Town employees and consultants who are not residents to sit on Town Meeting floor and address the meeting.

It was voted unanimously to waive the reading of the motions by the Moderator and accept as official the motions that are on file with the Town Clerk as approved by the Board of Selectmen on April 27, 2004.

ARTICLE 1: ACCEPTANCE OF TOWN REPORTS / Town Manager

It was voted unanimously that the Town accept the Reports of Town Officers, Boards and Committees for the calendar year 2003, as printed in the Town Report.

Planning Board and Master Plan Implementation Committee Chair, Michael Green reported to the Town on the status of the Commercial Growth Management Bylaw as directed by the November 11, 2003 Special Town Meeting, which follows below:

The Master Plan Implementation Committee's recent work has focused in two areas. Evolution of Commercial and Industrial Zoning Regulations, and development of a Community Development plan, which includes in update to the Town's 1995 Master Plan.

As you know, at Town Meeting last fall a petition article was brought forward to establish a Commercial Growth Management Bylaw. After discussion at that Town Meeting, it was voted to refer this item to the Master Plan Implementation Committee, for discussion and development, to bring forward a report at this Town Meeting.

The Master Plan Implementation Committee, started on this effort after Fall Town Meeting, with the goal of bringing forth updated zoning regulations today. The petitioner's joined the Master Plan Implementation Committee, to help with guidance on these issues. After initial discussion and consultation with the Planning Board and Town Staff, it was determined that Performance Standards for Special Permits was the preferred method to help manage commercial developments.

Performance Standards set specific criteria that commercial developments must meet to be eligible for approval. They call out specific items in areas such as traffic, parking, pedestrian safety, lighting, environmental protection, open space, neighborhood impact, etc. For instance, they define a specific intersection level of service for areas impacted by the development, to reduce traffic congestion and burden on the roadway system. If a development cannot meet this criteria, they would not be approved.

The Committee had been concentrating our efforts on traffic and pedestrian safety, key issues in the Town. We had hoped to bring just these provisions forward today, and work in stages on other areas. However, after additional consultation with Town Planning staff a few months ago, it was felt that a more

comprehensive document that included all areas of concern, should be brought back and voted on as a single package.

With that change in strategy a few months back, and following a discussion that included the petitioner's from last Fall as members of the Master Plan Committee, we determined that the better strategy was to continue our work to bring forward a comprehensive document this Fall. We plan to complete our efforts in early summer, to provide ample time for discussion, presentations to the Town, etc. We will also utilize some limited Planning Board funds from the current budget for a Planning Consultant to help balance the document, and meet our goals.

While there is some frustration from all that we are not back before this body today with an updated zoning regulation, there is agreement that a comprehensive set of regulations, voted on as a single package, provides the best measures to help manage Commercial and Industrial Growth.

Regarding the Community Development Plan, this is a plan required under Mass Executive Order 418, where Town's develop a comprehensive plan for housing diversity, open space, and other provisions. It includes much of the same work that a Master Plan update would entail, and includes such items as the recent Affordable Housing Plan. Putting this plan in place will both help plan for Westford's future, and put us in a preferred position for discretionary state grants. To complete these efforts, we had proposed a warrant article for \$50K in consultant funding to assist with these efforts. This is less than similar communities have spent for this effort, taking into account the good deal of work we've already down. After working with the Town Manager and BOS, and given current fiscal considerations, we have tabled that request until Fall Town Meeting.

Personally I'd like to thank the petitioner's from Last Fall and the Master Plan Committee, who continue to bring passion and focus to these efforts, and who understand both the complexity and benefits of this process. I'd also welcome anyone who would like to participate that the Master Plan Committee meets the 2nd and 4th Thursday each month at the Roudenbush Center.

We look forward to reporting back to the Town this Fall. Thank you.

It was then voted unanimously to take Article 5 out of order.

ARTICLE 5: Increase Income and Assets / Town Manager

It was voted unanimously that the Town accept the provisions of Section 51 of Chapter 184 of the Acts of 2002 further regulating certain Real Estate Tax Exemptions under MGL Chapter 59 Section 5, Clause 41C (Elderly Exemptions) which would:

1. Retain qualifying age at 70
2. Adjust income for a single person to \$20,000 from \$13,000 and adjust income for married couples to \$30,000 from \$15,000; and adjust assets for a single person to \$40,000 from \$28,000 and adjust assets for married couples to \$55,000 from \$30,000
3. The current statutory exemption in the amount of \$500 to remain unchanged

ARTICLE 2: PROPERTY TAX EXEMPTION / Board of Assessors

It was voted unanimously that the Town accept the provisions of Chapter 73, Section 4 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988 by providing for additional property exemptions for qualified residents who may be blind, elderly, surviving spouses or minors, or are disabled veterans, and to continue the present percentage increase of 100%.

ARTICLE 3: COMPENSATION PLAN AMENDMENT / Town Manager

It was voted to dismiss this article.

ARTICLE 4: FISCAL YEAR 2005 OPERATING BUDGET / Town Manager

It was VOTED that the Town adopt as separate appropriations the recommendations listed under the column "FY 05 Town Manager Recommended" in the report of Finance Committee, printed on pages 27 through 32, inclusive, with the following amendments:

Department 123 Town Manager, Expenses shall read	\$54,900
Department 152 Human Resources, Expenses shall read	\$346,744
Department 220 Fire Department, Personal Services shall read	\$1,786,239
Department 305 Westford Public Schools shall read	\$35,703,358
Department 510 Board of Health, Expenses shall read	\$53,437
Department 911 Employee Benefits & Misc. shall read	\$5,861,282

totaling SEVENTY THREE MILLION, ONE HUNDRED NINETY FIVE THOUSAND, FIVE HUNDRED THIRTY (\$73,195,530) DOLLARS for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2004 through June 30, 2005, such sums to be expended for such purposes under the direction of the respective Town Officers, Boards and Committees and further that all items be raised and appropriated except for the following:

- Department 171 Conservation Commission: \$3,600.00 shall be appropriated from Wetlands Protection Fees, Receipts Reserved for Appropriation
- Department 230 Ambulance Enterprise: \$350,000.00 shall be appropriated from Ambulance Enterprise Revenue
- Department 452 Water Enterprise: \$2,553,000.00 shall be appropriated from Water Enterprise Revenue and \$632,432.00 shall be appropriated from Water Enterprise Available Funds.

So that the approved operating budget shall read:

GENERAL GOVERNMENT		133 TOWN ACCOUNTANT	
122 SELECTMEN		Personal Services	159,338
Personal Services	-	Expenses	7,870
Expenses	11,700	Total	167,208
Total	11,700		
123 TOWN MANAGER		141 BOARD OF ASSESSORS	
Personal Services	224,401	Personal Services	202,291
Expenses	54,900	Expenses	86,750
Total	279,301	Total	289,041
131 FINANCE COMMITTEE		145 TAX COLLECTOR	
Personal Services	-	Personal Services	140,208
Expenses	8,180	Expenses	53,065
Reserve Fund	192,000	Total	193,273
Transfers Out	-		
Total	200,180	151 TOWN COUNSEL	
132 FINANCE DEPARTMENT		Personal Services	-
Personal Services	164,869	Expenses	230,000
Expenses	8,650	Total	230,000
Audit	32,000		
Total	205,519	152 HUMAN RESOURCES	
		Personal Services	174,142
		Expenses	346,744

Transfers Out	-	241 BUILDING DEPARTMENT	
Total	520,886	Personal Services	209,792
155 TECHNOLOGY		Expenses	17,300
Personal Services	105,871	Total	227,092
Expenses	595,995	244 SEALER WGHTS/MEASURE	
Total	701,866	Personal Services	-
161 TOWN CLERK		Expenses	3,000
Personal Services	134,168	Total	3,000
Expenses	19,800	291 EMERGENCY MANAGEMENT	
Total	153,968	Personal Services	2,000
170 PERMITTING DEPARTMENT		Expenses	4,734
Personal Services	82,373	Total	6,734
Expenses	7,200	292 ANIMAL CONTROL	
Total	89,573	Personal Services	99,030
171 CONSERVATION		Expenses	10,546
COMMISSION		Offset	(52,000)
Personal Services	62,157	Total	57,576
Expenses	8,410	294 TREE WARDEN	
Total	70,567	Personal Services	2,000
174 PLANNING BOARD		Expenses	35,542
Personal Services	48,500	Total	37,542
Expenses	14,900	TOTAL PUBLIC SAFETY	5,667,220
Total	63,400	EDUCATION	
176 ZONING BOARD OF APPEALS		305 WESTFORD PUBLIC SCHOOLS	35,703,358
Personal Services	-	310 NASHOBA VALLEY TECH	430,545
Expenses	4,000	TOTAL EDUCATION	36,133,903
Total	4,000	PUBLIC WORKS	
189 GIS		410 ENGINEERING DEPARTMENT	
Personal Services	69,456	Personal Services	103,210
Expenses	70,075	Expenses	20,400
Total	139,531	Total	123,610
192 TOWN HALL MAINTENANCE		421 HIGHWAY DEPARTMENT	
Personal Services	34,873	Personal Services	1,088,813
Expenses	111,100	Expenses	826,410
Total	145,973	Total	1,915,223
TOTAL GENERAL	3,465,986	427 STORMWATER	
GOVERNMENT		MANAGEMENT	
PUBLIC SAFETY		Personal Services	-
210 POLICE DEPARTMENT		Expenses	65,000
Personal Services	3,081,415	Total	65,000
Expenses	294,011	431 SOLID WASTE/RECYCLE	
Total	3,375,426	Solid Waste Expenses	1,400,000
220 FIRE DEPARTMENT		Recycling Expenses	230,848
Personal Services	1,786,239	Offset/Revolving	(2,000)
Expenses	173,611	Total	1,628,848
Total	1,959,850		

491 CEMETERY DEPARTMENT					
Personal Services	-				
Expenses	17,640				
Total	<u>17,640</u>				
TOTAL PUBLIC WORKS	<u><u>3,750,321</u></u>				
HEALTH & HUMAN SERVICES					
510 BOARD OF HEALTH					
Personal Services	241,643				
Expenses	53,437				
Total	<u>295,080</u>				
539 ADULT SUPPORTIVE DAY CARE					
Personal Services	79,305				
Expenses	7,467				
Offset	(64,000)				
Total	<u>22,772</u>				
540 SENIOR CENTER					
Personal Services	55,915				
Expenses	43,329				
Total	<u>99,244</u>				
541 COUNCIL ON AGING					
Personal Services	164,369				
Expenses	70,611				
Total	<u>234,980</u>				
542 VETERANS SERVICES					
Personal Services	7,800				
Expenses	23,900				
Total	<u>31,700</u>				
TOTAL HEALTH & HUMAN SERVICES	<u><u>683,776</u></u>				
CULTURE & RECREATION					
610 LIBRARY					
Personal Services	895,872				
Expenses	256,071				
Total	<u>1,151,943</u>				
630 RECREATION					
Personal Services	157,880				
Expenses	12,051				
Offset	(8,702)				
Total	<u>161,229</u>				
650 PARKS					
Personal Services	199,304				
Expenses	32,042				
Offset	(66,605)				
Total	<u>164,741</u>				
670 HISTORICAL COMMISSION					
Personal Services	-				
Expenses	11,100				
Total	<u>11,100</u>				
673 ROUDENBUSH COMM CTR					
Personal Services	51,000				
Expenses	-				
Offset	(51,000)				
Total	<u>-</u>				
692 MEMORIAL CELEBRATION DAY					
Personal Services	-				
Expenses	2,600				
Total	<u>2,600</u>				
693 CULTURAL COUNCIL					
Personal Services	-				
Expenses	-				
Total	<u>-</u>				
TOTAL CULTURE & RECREATION	<u><u>1,491,613</u></u>				
DEBT SERVICE					
910 DEBT SERVICE (Principal & Interest)					
	12,283,804				
TOTAL DEBT SERVICE	<u><u>12,283,804</u></u>				
UNCLASSIFIED					
911 EMPLOYEE BENEFITS & MISC.					
	5,861,282				
TOTAL UNCLASSIFIED	<u><u>5,861,282</u></u>				
TOTAL GENERAL FUND	<u><u>69,337,905</u></u>				
AMBULANCE ENTERPRISE FUND					
230 AMBULANCE ENTERPRISE FUND					
Personal Services	461,736				
Expenses	210,457				
Capital	-				
Total	<u>672,193</u>				
WATER ENTERPRISE FUND					
452 WATER ENTERPRISE FUND					
Personal Services	854,437				
Expenses	1,488,293				
Capital	842,702				
Total	<u>3,185,432</u>				
TOTAL ENTERPRISE FUNDS	<u><u>3,857,625</u></u>				
TOTAL OPERATING BUDGET	<u><u>73,195,530</u></u>				

A MOTION to reduce the Expenses line item for Veterans Services by \$4,000 by eliminating support for veterans organizations in Town FAILED for lack of majority.

Town Meeting then voted to adopt the following RESOLUTIONS:

Be it resolved that Town Meeting requests the Police Chief, Fire Chief, and Town Manager to jointly develop and present to the Fall Town Meeting a plan to consolidate dispatching operations. The presentation should include outlays required to establish a combined dispatch operation, annual savings if any to be realized, and their recommendations for or against adopting the plan.

* * *

Resolved: That the Town and School Committee investigate the use of lower cost computer software and operating systems such as LINUX and Open Office, or other open source softwares which are free and do not require licensing fees.

The School Committee then presented the Gordon B. Seavey award to community volunteers Donna Powell and Dotty Molignano for creating and facilitating an educational celebration, including curriculum development, within the Westford Public Schools in recognition of Westford's 275th Anniversary.

Article 5 was taken out of order after Article 1.

ARTICLE 6: BROOKSIDE MILL HOUSING PROJECT: BUY DOWN / TOWN MANAGER

It was voted unanimously that the Town amend the vote taken pursuant to Article 11 of the 2003 Annual Town Meeting so that the sum appropriated therein is allocated to the reduction in the market cost of two (2) affordable units at Brookside Mill”.

ARTICLE 7: Fiscal Year 2004 Supplemental Appropriations / Town Manager

It was voted unanimously that the town appropriate from Free Cash the sum of FIVE HUNDRED TWO THOUSAND FIVE HUNDRED \$502,500.00 DOLLARS in order to supplement the following Fiscal Year 2004 Operating Budgets:

Department 151 Town Counsel, Expenses	\$ 160,000.00
Department 192 Town Hall, Personal Services	2,500.00
Department 192 Town Hall, Expenses	40,000.00
Department 911 Employee Benefits & Misc.	300,000.00

ARTICLE 8: FISCAL YEAR 2004 TRANSFERS / TOWN MANAGER

It was voted unanimously to dismiss this article.

ARTICLE 9: Revolving Funds / Town Manager

It was voted unanimously that the Town, pursuant to Mass. General Laws (MGL), Chapter 44, Section 53E(1/2), establish revolving funds for the following departments for the specific purposes outlined below for the fiscal year beginning July 1, 2004 and ending June 30, 2005:

- A. Council On Aging – Adult Supportive Day Care Center**
Fees received for the Supportive Day Care Program for the purpose of program maintenance and the hiring of necessary personnel and consulting services, said expenditures to be approved by the Council on Aging; and not to exceed ONE HUNDRED THOUSAND (\$100,000.00) DOLLARS during fiscal year 2005.
- B. Recycling Commission**
Revenues received from the sale of recycled materials to meet the expenses of the recycling program, said expenditures to be approved by the Recycling Commission; and not to exceed TWENTY THOUSAND (\$20,000.00) DOLLARS during fiscal year 2005.
- C. Recreation Commission - Programs**
Fees received for recreation programs for the purpose of program maintenance and the hiring of necessary personnel and consulting services, said expenditures to be approved by the Recreation Commission; and not to exceed TWO HUNDRED FIFTY THOUSAND (\$250,000.00) DOLLARS during fiscal year 2005.
- D. Recreation Commission - Field Maintenance**
Fees received for Field Rental for the purpose of field maintenance and related hiring of necessary personnel and consulting services, said expenditures to be approved by the Recreation Commission and not to exceed ONE HUNDRED FIFTY THOUSAND (\$150,000.00) DOLLARS during fiscal year 2005.
- E. Cultural Council - Programs**
Fees received for admission to cultural events for the purpose of continuing the support of the arts in Westford, said expenditures to be approved by the Westford Cultural Council and not to exceed FIVE THOUSAND (\$5,000.00) DOLLARS during fiscal year 2005.

ARTICLE 10: HIGHWAY DEPARTMENT CHAPTER 90 FUNDS / TOWN MANAGER

It was voted unanimously to dismiss this article.

ARTICLE 11: CAPITAL REQUESTS, VARIOUS DEPARTMENTS / TOWN MANAGER

That the Town raise and appropriate the sum of SIX HUNDRED EIGHTEEN THOUSAND ONE HUNDRED TWENTY FIVE (\$618,125.00) DOLLARS to provide for the capital requests of the following Town departments in the following amounts:

Technology	\$170,000.00
Town Clerk	4,180.00
Zoning Board of Appeals	0.00
GIS	4,000.00
Town Hall	0.00
Police Department	107,500.00
Fire Department	55,000.00
Westford Public Schools	90,200.00
Highway Department	150,000.00
Council on Aging/Senior Center	10,000.00
Library	0.00
Park & Recreation Department	27,245.00

A MOTION to reduce the figure for Technology by \$98,000, eliminating computer and software upgrades FAILED for lack of majority.

ARTICLE 12: CITIZEN PETITION: FY 05 FUNDS FOR ABBOT SCHOOL PLAYGROUND

It was voted that the Town appropriate the sum of \$25,800 to fund the rebuilding of the Abbot School Playground, said funds to be expended by the School Committee for the purpose of implementing the plans presented to Town Meeting by Rebuilding Abbot's Playground Committee.

ARTICLE 13: EASEMENT AT NEW HIGHWAY GARAGE FOR ELECTRIC, TELEPHONE, CATV AND GAS / BOARD OF SELECTMEN

It was voted by a two-thirds declared majority that the Town authorize the BOARD OF SELECTMEN, pursuant to Mass. Gen. Laws c.40 § 3 and any other authority, to grant an easement to VERIZON NEW ENGLAND INC., (Formerly known as NEW ENGLAND TELEPHONE & TELEGRAPH), MASSACHUSETTS ELECTRIC and COMCAST and their successor's and assigns, for the purpose of providing transmission of intelligence, communications and electricity by placing and maintaining a line of poles located on a certain parcel of land situated on the westerly side of North Street known as Town of WESTFORD Highway Facility, as now laid out or as may be laid out in the future in the Town of WESTFORD, Middlesex County, Massachusetts. Said parcel(s) of land as now laid out and shown on the Town of Westford's assessors maps as map 30 Lot numbers 30-29-3, 30-29-4 and 30-30.

It was then voted to accept Articles 14, 15 and 16 as one motion.

It was VOTED UNANIMOUSLY (two-thirds vote declared) with the following amendments:

Article 14: To add the words "or its successors in title" after the words Lowell, Massachusetts

Article 15: To add the words "or its successors in title" after the word "Grantor" in paragraphs 5, 6 & 7.

Article 14. Quitclaim Deed Gift for Fee Interest to the Town for Pleasant Street Bridge Project/Board of Selectmen

That the Town authorize the BOARD OF SELECTMEN to accept from THE MURRAY PRINTING COMPANY, a Massachusetts Corporation having a place of business at Lowell, Massachusetts, or its successors in title as a gift, a grant of land on the southerly side of Pleasant Street, Westford, MA, land identified as "2-T" on a plan entitled "The Commonwealth of Massachusetts, Highway Department, Plan and Profile of, Pleasant Street (Route 225), in the Town of Westford, Middlesex County" as designed by Chas. H. Sells, Inc. also being a part of the parcel shown on the Town of Westford Assessors Maps as Map 53 Lot number 11, with quitclaim covenants.

Article 15. Deed of Gift for a Permanent Easement and to Accept Temporary Easements for Pleasant Street Bridges Project / Board of Selectmen

A. Permanent Easement:

That the Town authorize the BOARD OF SELECTMEN to accept from LOUISE A. COLLINS, Trustee of Collins Family Trust, the Trust having a usual place of business at 4 West Prescott Street, Westford, Massachusetts ("Grantor"), a permanent, non-exclusive construction easement for placement and maintenance of a proposed catch basin, pipes and appurtenances, over, upon and through land identified as "D-1" on a plan entitled "The Commonwealth of Massachusetts, Highway Department, Plan and Profile of, Pleasant Street (Route 225), in the Town of Westford, Middlesex County" as designed by Chas. H. Sells, Inc. also being a part of the parcel shown on the Town of Westford Assessors Maps as Map 57 Lot number 27;

B. Temporary Easements:

That the Town authorize the Board of Selectmen to accept the following temporary easements:

1. From FRANCIS MANNONE, of 12-14 West Prescott, Westford, Massachusetts ("Grantor"), a temporary, non-exclusive construction easement to renovate Route 225 by re-alignment, improving drainage, installing a sidewalk, excavation, repaving the driveway apron and landscaping over, upon and through land identified as "TE-1" on a plan entitled "The Commonwealth of Massachusetts, Highway Department, Plan and Profile of, Pleasant Street (Route 225), in the Town of Westford, Middlesex County" as designed by Chas. H. Sells, Inc. also being a part of the parcel shown on the Town of Westford Assessors Maps as Map 57 Lot number 5.
2. From RENEAULT ARNAULT AND TERESA ARNAULT, of 8 West Prescott, Westford, Massachusetts ("Grantor"), a temporary, non-exclusive construction easement to renovate Route 225 by re-alignment, improving drainage, installing a sidewalk, excavation, repaving the driveway apron and landscaping over, upon and through land identified as "TE-2" on a plan entitled "The Commonwealth of Massachusetts, Highway Department, Plan and Profile of, Pleasant Street (Route 225), in the Town of Westford, Middlesex County" as designed by Chas. H. Sells, Inc. also being a part of the parcel shown on the Town of Westford Assessors Maps as Map 57 Lot number 6.
3. From LOUISE A. COLLINS, Trustee of Collins Family Trust, a Massachusetts Trust duly organized under the laws of the Commonwealth of Massachusetts and having a usual place of business at 4 West Prescott, Westford, Massachusetts ("Grantor"), a temporary, non-exclusive construction easement to renovate Route 225 by re-alignment, improving drainage, installing a sidewalk, excavation, repaving the driveway apron and landscaping over, upon and through land identified as "TE-3" on a plan entitled "The Commonwealth of Massachusetts, Highway Department, Plan and Profile of, Pleasant Street (Route 225), in the Town of Westford, Middlesex County" as designed by Chas. H. Sells, Inc. also being a part of the parcel shown on the Town of Westford Assessors Maps as Map 57 Lot number 27.
4. From BOSTON AND MAINE RAILROAD, a Massachusetts corporation duly organized under the laws of the Commonwealth of Massachusetts and having a usual place of business at Iron Horse Park, High Street, North Billerica, Massachusetts ("Grantor"), a non-exclusive construction easement to renovate Route 225 by re-alignment, culvert replacement, improving drainage, and installing a sidewalk, excavation, filling, repaving a driveway apron and landscaping over, upon and through land identified as "TE-6" on a plan entitled "The Commonwealth of Massachusetts, Highway Department, Plan and Profile of, Pleasant Street (Route 225), in the Town of Westford, Middlesex County" as designed by Chas. H. Sells, Inc.
5. From THE MURRAY PRINTING COMPANY, a Massachusetts company duly organized under the laws of the Commonwealth of Massachusetts and having a usual place of business at 15 Wellman Avenue, North Chelmsford, Massachusetts ("Grantor") or its successors in title, a temporary, non-exclusive construction easement to renovate Route 225 by re-alignment, improving drainage, culvert replacement and installing a sidewalk, excavation, repaving the driveway apron and landscaping over, upon and through land identified as "TE-7" on a plan entitled "The Commonwealth of Massachusetts, Highway Department, Plan and Profile of, Pleasant Street (Route 225), in

the Town of Westford, Middlesex County" as designed by Chas. H. Sells, Inc. also being a part of the parcel shown on the Town of Westford Assessors Maps as Map 53 Lot number 15.

6. From THE MURRAY PRINTING COMPANY, a Massachusetts company duly organized under the laws of the Commonwealth of Massachusetts and having a usual place of business at 15 Wellman Avenue, North Chelmsford, Massachusetts ("Grantor") or its successors in title, a temporary, non-exclusive construction easement to renovate Route 225 by re-alignment, improving drainage, culvert replacement and installing a sidewalk, excavation, repaving the driveway apron and landscaping over, upon and through land identified as "TE-8" on a plan entitled "The Commonwealth of Massachusetts, Highway Department, Plan and Profile of, Pleasant Street (Route 225), in the Town of Westford, Middlesex County" as designed by Chas. H. Sells, Inc. also being a part of the parcel shown on the Town of Westford Assessors Maps as Map 53 Lot number 11.
7. From THE MURRAY PRINTING COMPANY, a Massachusetts company duly organized under the laws of the Commonwealth of Massachusetts and having a usual place of business at 15 Wellman Avenue, North Chelmsford, Massachusetts ("Grantor") or its successors in title, a temporary, non-exclusive construction easement to renovate Route 225 by re-alignment, improving drainage, culvert replacement and installing a sidewalk, excavation, repaving the driveway apron and landscaping over, upon and through land identified as "TE-9" on a plan entitled "The Commonwealth of Massachusetts, Highway Department, Plan and Profile of, Pleasant Street (Route 225), in the Town of Westford, Middlesex County" as designed by Chas. H. Sells, Inc. also being a part of the parcel shown on the Town of Westford Assessors Maps as Map 53 Lot number 110.

Article 16. Change of Use of Town Owned Land for Pleasant Street Bridge Project / Board of Selectmen

That the Town, pursuant to Mass. Gen. Laws c. 40 sec. 15A, change the use of the approximately 11 sq. ft. of land identified as parcel "I-T" on a plan entitled "The Commonwealth of Massachusetts, Highway Department Plan and Profile of Pleasant Street (Route 225), in the Town of Westford Middlesex County " prepared by Chas. H. Sells, Inc., so that it may be used for renovating the roadway drainage and sidewalks on Pleasant Street as part of the proposed Mass. Highway Department Project; said land being a portion of the parcel identified as Assessor's Map # 53 Lot # 12. (two-thirds vote declared)

Article 17: Amendment to Scenic Road Bylaw / Town Bylaw Revision Committee

It was voted unanimously that the Town amend CHAPTER 145 GENERAL BYLAWS OF THE TOWN OF WESTFORD, MASSACHUSETTS titled Scenic Roads as follows:

- a) Rephrase SECTION 145.3.B which currently reads:
"Recommendation or requests for scenic roads designation may be made by the Planning Board, Conservation Commission, or the Historical Commission."

To read as follows:

"The Planning Board, Conservation Commission, or the Historical Commission may make recommendation or requests for scenic road designation."

- b) Move SECTION 145.3.C verbatim in its entirety to become SECTION 145.7 SCENIC ROADS IN WESTFORD.
- c) Insert the following new SECTION 145.4 PROCEDURE FOR DESIGNATING A SCENIC ROAD to read as follows:

§ 145.4 PROCEDURE FOR DESIGNATING A SCENIC ROAD.

Before any Town Meeting vote on designating a road as a scenic road, the Planning Board shall conduct a public hearing. Notice of this hearing shall appear twice in a local newspaper in each of two successive weeks. The first publication must be not less than fourteen (14) days before the day of the hearing. In addition, at least 14 calendar days before this public hearing, the Planning Board shall mail notification of the meeting to the Board of Selectmen, the Conservation Commission and the Historical Commission and to all owners as of the preceding January 1 of property located in whole or in part on any road proposed as a scenic road. The notification shall identify the road or portion of a road to be designated as a scenic road and shall also include, at a minimum, section 145.1, Purpose and Section 145.5 Criteria, of this bylaw. The Planning Board shall present a written or oral report with recommendations to the Town Meeting.

- d) Renumber the current SECTION 145.4 CRITERIA to become SECTION 145.5 CRITERIA, and rephrase the first sentence of this section which currently reads:

"The Planning Board, in determining which roads or portions of roads should be designated as scenic roads, . . ."

To read as follows:

"The Planning Board, in determining which roads or portions of roads it should recommend to Town Meeting to be designated as scenic roads, . . ."

- e) Rename and renumber paragraph A of the current SECTION 145.5 PROCEDURES to become SECTION 145.6 PROCEDURES FOLLOWING TOWN MEETING DESIGNATION OF A SCENIC ROAD.
- f) Add a footnote to the newly numbered SECTION 145.6 PROCEDURES FOLLOWING TOWN MEETING DESIGNATION OF A SCENIC ROAD, paragraph d. which now reads:

"Indicate such designation on all maps currently in use by municipal departments";

Said footnote to read as follows:

"The definition of "All maps" does not include the Town of Westford, Massachusetts, Zoning Map."

- g) Rename and renumber the remaining paragraphs B through H of the CURRENT SECTION 145.5 PROCEDURES, in their entirety, to become SECTION 145.8 PROCEDURES AND CRITERIA FOR APPROVAL TO WORK ON A SCENIC ROAD paragraphs A through G.

- h) In newly numbered and formatted SECTION 145.8 PROCEDURE AND CRITERIA FOR APPROVAL TO WORK ON A SCENIC ROAD amend paragraph B. NOTICE to read as follows:
 - B. NOTICE PRIOR TO WORK ON A SCENIC ROAD.
- i) Renumber the current SECTION 145.6 ENFORCEMENT, SECTION 145.7 SEVERABILITY AND SECTION 145.8 GENERAL to be SECTION 145.9 ENFORCEMENT, 145.10 SEVERABILITY and SECTION 145.11 GENERAL.

Article 18: Water Resource Protection Districts / Planning Board

It was voted by a two-thirds majority (declared) that the Town amend its ZONING BYLAW as follows:

- A) Amend SECTION 8.1.3 ESTABLISHMENT OF DISTRICTS, by deleting the second sentence of said section and replacing it with the following language:
 - “The Water Resource Protection Districts are described on a map entitled “Town of Westford Massachusetts, Zoning Map Water Resource Protection Overlay Districts 1, 2, & 3 (WRPOD)”, with district boundary lines compiled by Town of Westford GIS Department dated February 2004, and;
- B) Amend SECTION 8.1.8.2 REVIEW BY OTHER BOARDS AND OFFICIALS, adding the phrase “WATER DEPARTMENT” after the phrase “Fire Chief” and changing the words “Director of Public Works” to “Director of Highway” in the list of named Boards and Officials as listed in the first sentence of said Section;
- C) And to amend the Town of Westford, Massachusetts Zoning Map as to the Water Resource Protection Overlay Districts 1, 2, & 3 (WRPOD), to incorporate the districts as shown on the aforementioned plan.

It was voted to adjourn the Annual Town Meeting at 2:05 pm.

A True Record: Attest

Kaari Mai Tari
Town Clerk

SPECIAL TOWN MEETING

October 18, 2004

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot School on Monday, October 18, 2004, called to commence at 7:30 pm, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. Two hundred four voters were in attendance as the meeting began.

Ellen Harde, Town Moderator, declared that a quorum was present and called the meeting to order at 7:45 pm.

It was voted unanimously to allow Town employees and consultants who are not residents to address this meeting.

ARTICLE 1. Resolution on Patriot Act: Reaffirm Civil Liberties

It was VOTED that the Town adopt the following resolution:

WHEREAS:

The elected Trustees of the J. V. Fletcher Library, are instructed by their By-Laws (1990) to establish and implement policy that requires them to protect "free expression and free access to ideas," and proclaim that "the freedom to read is guaranteed by the Constitution;"

The voters of Westford hereby reaffirm the fundamental and inalienable civil liberties secured by the Constitution of the Commonwealth of Massachusetts and the U.S. Constitution for all people, including the rights to freedom of speech, freedom of assembly, freedom from unreasonable searches and seizures, and due process of law;

Provisions of the USA PATRIOT Act ("the Act") and associated federal executive orders are assaults on these long-cherished civil liberties; and

As a great Massachusetts-born patriot, Benjamin Franklin, so well stated, "They that can give up essential liberty to obtain a little temporary safety deserve neither liberty nor safety."

Accordingly:

We strongly protest those provisions (Sect. 215/218) in the Act of Congress called "The Patriot Act" (Oct. 25, 2001) which permit the Federal Government to seize and inspect the library's records of materials our patrons have borrowed and of internet websites they have consulted. Especially as *no patron may be informed of an investigation of his/her*

borrowing or internet records, the chilling effect of this Act is all the more destructive of free access to our library's resources.

The First Amendment to the U.S. Constitution states that "Congress shall make no law...abridging the freedom of speech, or of the press..." The Supreme Court has ruled (381 U.S. 301, 1965) that this precious Amendment protects the right of access to what the press publishes, no less than it protects the right to publish. In Justice Brennan's words: "It would be a barren marketplace of ideas that had only sellers and no buyers."

A climate of fear has no place in a public library.

Selectmen Recommend Approval

ARTICLE 2. FY 2005 Budget Adjustments

It was VOTED unanimously that the Town raise and appropriate the sum of TWO HUNDRED FIFTY-SEVEN THOUSAND ONE HUNDRED AND NINETY DOLLARS (\$257,190.00) DOLLARS in order to supplement the following Fiscal Year 2005 Operating Budgets:

Department 305 Westford Public Schools	250,000.00
Department 610 Library, Expenses	7,190.00

And further that the Town appropriate from Ambulance Enterprise Free Cash the sum of FIVE THOUSAND FOUR HUNDRED SEVENTY ONE (\$5,471.00) DOLLARS in order to supplement the following Fiscal Year 2005 Operating Budget:

Department 230 Ambulance Enterprise Fund,
Personal Services

Selectmen Recommend Approval
Finance Committee Recommends Approval

ARTICLE 3: Compensation Plan Amendment

It was VOTED That the Town amend the Pay Classification Plan for non-unionized municipal employees, effective July 1, 2004 as follows:

Position	COMPENSATION PLAN AMENDMENT				New Band	Majority Vote Required		
	Current	Min	Mid	Max		Min	Mid	Max
Assistant Recreation Director	Band 2	\$34,080	\$40,708	\$48,754	Band 3	\$38,171	\$45,592	\$54,604
Chief Animal Control Officer	Band 2	\$34,080	\$40,708	\$48,754	Band 3	\$38,171	\$45,592	\$54,604
Town Planner	Band 3	\$38,171	\$45,592	\$54,604	Band 4	\$42,750	\$51,062	\$61,157
Building Commissioner	Band 4	\$42,750	\$51,062	\$61,157	Band 5	\$47,881	\$57,191	\$68,496
Director of Elder Services	Band 4	\$42,750	\$51,062	\$61,157	Band 5	\$47,881	\$57,191	\$68,496

October 18, 2004 Special Town Meeting

Operations Admin/ Highway Dept	Band 4	\$42,750	\$51,062	\$61,157	Band 5	\$47,881	\$57,191	\$68,496
Director of Roudenbush Comm Center	Band 4	\$42,750	\$51,062	\$61,157	Band 6	\$52,189	\$62,337	\$74,659
Director of Health Care Services	Band 5	\$47,881	\$57,191	\$68,496	Band 6	\$52,189	\$62,337	\$74,659
Director of Environmental Services	Band 5	\$47,881	\$57,191	\$68,496	Band 6	\$52,189	\$62,337	\$74,659
Town Engineer	Band 5	\$47,881	\$57,191	\$68,496	Band 7	\$56,887	\$67,949	\$81,380
Water Treatment Manager	Band 5	\$47,881	\$57,191	\$68,496	Band 6	\$52,189	\$62,337	\$74,659
Director of Library	Band 6	\$52,189	\$62,337	\$74,659	Band 7	\$56,887	\$67,949	\$81,380
Highway Superintendent	Band 6	\$52,189	\$62,337	\$74,659	Band 7	\$56,887	\$67,949	\$81,380
Water Superintendent	Band 6	\$52,189	\$62,337	\$74,659	Band 7	\$56,887	\$67,949	\$81,380
Director of Technology	Band 6	\$52,189	\$62,337	\$74,659	Band 7	\$56,887	\$67,949	\$81,380
Director of Human Resources	Band 6	\$52,189	\$62,337	\$74,659	Band 7	\$56,887	\$67,949	\$81,380
Assistant Town Manager	Band 7	\$56,887	\$67,949	\$81,380	Band 8	\$62,007	\$74,063	\$88,704
Benefits Coordinator	Band 4	\$42,750	\$51,062	\$61,157	Band 3	\$38,171	\$45,592	\$54,604
Assistant Tax Collector	Band 2	\$37,080	\$40,708	\$48,754	Band 1			*When vacant

Change Position Title and Band for:

Environmental Analyst to Compliance Manager/Water dept	Band 3	\$38,171	\$45,592	\$54,604	Band 4	\$42,750	\$51,062	\$61,157
Park and Recreation Director to Dir of Park, Recreation & Cemetery	Band 4	\$42,750	\$51,062	\$61,157	Band 6	\$52,189	\$62,337	\$74,659

Create The Following New Positions

Veterans Services Officer	Band 3	\$38,171	\$45,592	\$54,604
Project Inspector/GIS Technician	Band 3	\$38,171	\$45,592	\$54,604
Planner - Zoning/Housing	Band 4	\$42,750	\$51,062	\$61,157

Change Position Name:

Conservation Coordinator to Conservation/Resource Planner

(No Band Change)

*Selectmen Recommend Approval
Finance Committee Recommends Approval*

ARTICLE 4. FY 2005 Budget Transfers

It was VOTED unanimously that the Town transfer the sum of TWENTY THOUSAND THREE HUNDRED DOLLARS (\$20,300.00) from and to the following Fiscal 2005 account in the following amount:

\$20,300 from 540 Senior Center, Expenses to 540 Senior Center, Personal Services

*Selectmen Recommend Approval
Finance Committee Recommends Approval*

ARTICLE 5. Community Preservation Funds Appropriation

It was VOTED unanimously that the Town vote pursuant to MASSACHUSETTS GENERAL LAWS Chapter 44B, in accordance with the recommendations of the Westford Community

Preservation Committee, to appropriate from Community Preservation funds the sum of SIX HUNDRED AND FOUR THOUSAND TWO HUNDRED AND SIXTY-SIX DOLLARS (\$604,266.00) or some other sum, as follows:

\$190,000.00	To assist the Conservation Commission in the facilitation of and the actual purchase of land.	Conservation Commission
\$ 11,422.00	To fund the balance reserved for Open Space.	Open Space Reserve
\$100,000.00	For the conversion of existing homes to special needs housing.	Affordable Housing Committee
\$101,422.00	To fund the balance reserved for Community Housing.	Community Housing Reserve
\$ 19,380.00	To restore the J.V. Fletcher Library façade.	Board of Library Trustees
\$182,042.00	To fund the balance reserved for Historic Resources.	Historic Resources Reserve

Selectmen Recommend Approval
Finance Committee Recommends Approval

ARTICLE 6. Chapter 90 Appropriations

It was VOTED unanimously that the Town appropriate the sum of FIVE HUNDRED AND TWENTY ONE THOUSAND SIX HUNDRED SIX (\$521,606.00) DOLLARS from the proceeds due the Town under the provisions of Chapter 90 for Highway purposes.

Selectmen Recommend Approval
Finance Committee Recommends Approval

ARTICLE 7. Howard Road and Forge Village 1 Wellfields

It was VOTED unanimously that the Town appropriate the sum of FIVE HUNDRED AND TWENTY FIVE THOUSAND (\$525,000.00) DOLLARS from Water Enterprise Free Cash for the purpose of upgrading the Howard Road and Forge Village I Wellfields to maximize capacity and efficiency.

Selectmen Recommend Approval
Finance Committee Recommends Approval

ARTICLE 8: Establishment of Massachusetts General Laws C. 44 Sec 53E 1/2 Revolving Fund for Westford Partnership for Children

It was VOTED unanimously that the Town, pursuant to Massachusetts General Laws, Chapter 44, Section 53E ½, establish a revolving fund for the following department for the specific purpose outlined below for the fiscal year beginning July 1, 2004 and ending June 30, 2005:

Westford Partnership for Children

Fees received for programs sponsored by the Westford Partnership for Children shall be credited to the fund and expended for the purpose of program materials, supplies, administration, staffing, and facility use; said expenditures to be approved by the Town Manager and not to exceed FOUR HUNDRED THOUSAND (\$400,000.00) DOLLARS during fiscal year 2005.

Selectmen Recommend Approval
Finance Committee Recommends Approval

ARTICLE 9. Land Acquisition, Tzikopoulos Property, Tyngsboro Road

It was VOTED by a majority to DISMISS this article.

ARTICLE 10. Capital Requests

A MOTION was duly made and seconded and it was AMENDED to designate the Selectmen to oversee expenditure of the capital funds for the Senior Center. It was then VOTED by a two-thirds majority that the Town appropriate from Stabilization Fund the sum of FOUR HUNDRED SIXTY-ONE THOUSAND (\$461,000.00) DOLLARS to provide for the capital requests of the following Town departments in the following amounts:

Town Manager	\$ 50,000
Planning Board	50,000
GIS	175,000
Senior Center*	50,000
Abbot School Sewer Design	50,000
Water Quality/Perchlorate Study	55,000
Water Line Installation on Emily Way	31,000

**Board of Selectmen to oversee expenditure of the capital funds for the Senior Center.*

Selectmen Recommend Approval
Finance Committee Recommends Approval

ARTICLE 11. Rescind Annual Town Meeting 2004 Abbot Playground Vote

It was VOTED unanimously that the Town rescind the action taken under Article 12 at the Annual Town Meeting of May 8, 2004

Selectmen Recommend Approval
Finance Committee Recommends Approval

ARTICLE 12. Reduce Amount Raised By Taxes in FY 05

A MOTION was duly made and seconded and it was AMENDED to include \$1,262,544 from free cash. It was then VOTED unanimously that the Town direct the Assessors to take the following available funds to reduce the net amount to be raised for Fiscal Year 2005:

\$78,000.00	From Ambulance Revenue
\$ 747,393.35	From Fund Balance Designated for Debt Service
\$641,887.00	From Fund Balance Designated for Debt Exclusion Reduction
\$1,262,544.00	From Free Cash

Selectmen Recommend Approval
Finance Committee Recommends Approval

* * *

Town Meeting paused to remember Bill Coakley, for all he did as a member of the Housing Authority and Veronica Whitehouse who was a Library Trustee for many years and leaves a gap in the many groups she was involved in. Both died earlier in the year.

* * *

ARTICLE 13. Zoning Board of Appeals Members

It was VOTED UNANIMOUSLY to take no action under Article 13 because a public hearing was not held on the matter.

ARTICLE 14. Resolution on Comprehensive Permit Guidelines

It was VOTED that the Town adopt the following resolution:

“The Town of Westford accepts and endorses the development guidelines prepared by the 40B Performance Standards Committee for comprehensive permits seeking approval in Westford, a copy of which was filed with the Town Clerk on Oct. 4, 2004”.

*Selectmen Recommend Approval
Finance Committee Recommends Approval*

It was VOTED to discuss Articles 15 – 18 simultaneously.

A lengthy discussion ensued and it was VOTED to amend Article 16.

The presence of a quorum was questioned at 10:20 pm.

The Moderator determined that a 200 voter quorum was not present and it was VOTED to adjourn the Meeting to a time certain on Tuesday, October 26th at 7:30 pm.

On October 26th when the quorum could not be obtained with 173 voters present at 7:50pm, it was VOTED to adjourn Town Meeting and no action will be taken on the remaining articles.

A true copy attest,

Kaari Mai Tari
Town Clerk



The 275th "Education Committee": Sarah Maccini, John Devereaux, Julia Kinney, Kara Aiken, and Tim Wing



The 275th June Celebration Weekend Committee: from left to right Sally Pratt (Chair), Paul MacMillan, Patti Mason, Diane Healy, Dan Lacroix, and Debra Rorke.

BOARD OF SELECTMEN

The Board of Selectmen held a goals setting meeting shortly after last year's Town meeting. The Board sets both short-term and long-term goals at these goals meetings and then works with the Town Manager to accomplish the agenda to the maximum extent possible. We delineated our short-term goals utilizing group nominal technique to select our main concerns. The process created eight short-term goals with the board making significant progress or completion of five goals.

The Board promised last year's Annual Town Meeting the completion and revision of the exempt pay classification plan by Special Town Meeting in the fall. The goal was accomplished and Special Town Meeting formally adopted the town's new pay plan.

The Selectmen, striving for efficiency and coordination of town functions, set a goal of consolidating the human resource function of the town departments with the School Department. This goal was accomplished in March with the hiring of our new town-wide human resources director who will handle all departments of the Town.

The study of Town Counsel functions, including developing spreadsheets on active cases, analyzing cost/benefit of litigation, cutting counsel costs, and studying the feasibility of in-house counsel, has been undertaken but will require more time than anticipated. Centralizing requests for Town Counsel services through and only through the Town Manager's office has been an effective control.

Follow-up of the Management Letter in Audit was accomplished. All recommendations for tightening our accounting procedures have been instituted. The audit process continues and will result in further reforms to our procedures and methods.

Through the Permanent School Building Committee the development of alternate turf methods at Veteran' Memorial Complex has been studied. The high initial cost of artificial turf, which offers lower operational and maintenance costs, prevented the PSBC from implementing this alternative. The School Department now has oversight of the fields, which will be maintained under the requirements of the integrated pest management plan developed for the site.

The last three goals, developing a Selectmen's Policy and Procedure Manual, developing a strategy for implementing the Commission for Efficient Town Government (CFETG) recommendations, and developing a Long-Term Sewer Strategy, will be continued next year.

Seven long-term goals were identified. This coming year a new goal will be to develop a tie breaking system in order to actually develop five short-term and five long-term goals.

Although long-term goals are envisioned by the Selectmen as multiyear projects, the acquisition of the East Boston Camps was a major accomplishment and done in a time frame much shorter than thought possible. The short time frame was made possible by the hard work and dedication

of town staff and departments, most town boards, and key outside private groups including recreational organizations and conservation groups. The process stands as an exemplary example of what can be accomplished by a community dedicated to a purpose with all participants pulling in the same direction. The resulting unanimous vote of Town Meeting was unprecedented for the acquisition of such a large parcel of land for conservation and recreation purposes. In the coming year the Selectmen are looking forward to completing the master plan for East Boston Camps.

Our second long-term goal is to implement the recommendations of the Committee for Efficient Town Government. Towards this end we plan to develop an implementation strategy in order to keep the recommendations in discussion until they are acted upon.

The Board is exploring use of municipal land to promote affordable housing. Our hope is to achieve some measure of control over the siting and the design of affordable housing in Westford. Towards this end the Affordable Housing Committee is working with the Land Acquisition and Utilization Committee to identify suitable sites for development.

The Board is also studying combining recreation and Council on Aging functions and continuing to pursue the acquisition of key properties. Solving at least one traffic problem per year, the 495 and Minot's corner plans are now being implemented. Implementation of the sidewalk master plan is tied into the traffic problems with completion of one leg of the planned sidewalk from the center to Littleton Road. Our last long-term goal is the continued study of combining Fire and Police dispatch into a single emergency dispatch function.

The Board wishes to acknowledge the long dedicated public service of Allan Loiselle, who will be retiring from the board. We will miss his consensus building and his strong knowledge of the Town's history and residents' true needs.

Respectfully submitted,
Robert Jefferies
Chair

TOWN MANAGER

"We must change to master change."

Lyndon B. Johnson

State of the Union Message

January 12, 1966

The year 2004 saw the Town of Westford continue to master change as internal and external elements swirled around us. Adaptability and the willingness to break down barriers have been the hallmark of the year.

A shining example of this was the budget process for FY 05, which started in earnest in January of 2004. Departmental budget requests submitted to the Town Manager exceeded revenues by over \$6,000,000. Our primary problem was in the area of revenue; local aid in particular, experienced retrenchment from the high years of four years ago. Revenues were growing minimally, and the Town was unable to keep up with inflationary pressures. Through interdepartmental cooperation as shown in several department head budget retreats, a balanced budget of \$77,605,157 was able to be brought to Annual Town Meeting without the need for an override. Departments displayed an extraordinary willingness to sacrifice for the greater good.

Partnership abounded in 2004. In the area of personnel, the Town and the Westford Public Schools entered into a partnership on two fronts; Human Resources and Technology. An agreement was reached that a Human Resource Director and an Information Technology Director would be hired to serve both Town and School needs, breaking down the barriers of us vs. them. At year's end, after Fall Town Meeting successfully reclassified those two positions to reflect the added duties of a joint position, recruitment commenced on this new venture.

Similarly, partnership was the key element in the Town's move to acquire the East Boston Camps, owned by the Hyams Foundation. The Town entered into a joint venture with the Trust for Public Land, a national not for profit corporation dedicated to preserving open space. This move was predicated on the fact that the Hyams Foundation, also a not for profit, was not comfortable with some of the parameters the Town must meet in regard to public information. The Trust for Public Land was able to bridge that gap by actually negotiating with the Hyams directly, private to private entity. The Town, in turn, would purchase the property from TPL. By the end of October, an agreement was reached to purchase the approximately 300 acre parcel for \$13.5 million. The Westford Land Preservation Foundation was also partnered with on this acquisition and the Community Preservation Committee played a crucial role by recommending that Community Preservation Act funds be used for the purchase. The Westford Land Preservation Foundation embarked on a fund-raising campaign to help offset this large

expenditure and the Town applied for funding under the state's Water Protection Grant program. My office pulled together a variety of interests to hammer out a conservation restriction on the property, a requirement of both the CPA funding and the water grant. By year's end we were racing to a Special Town Meeting, to be held on February 7, 2005 to purchase this pristine jewel of Westford.

The Town Manager's Office, Board of Health, and Water Department also worked closely together as we found that perchlorate, a contaminant that had recently been require to be tested for, had been detected in the Cote Well. By year's end, a consultant had been hired to determine the source of contamination, and a private well, with a high count of perchlorate, was being hooked up to Town water.

As always, the passing of each year sees the comings and goings of personnel. Christine Liebke, Human Resource Director, Jim Arsenault, Town Engineer, and Jennifer Burke, Permit Office Manager, were key among the departures. I wish them well on their future endeavors.

As always, Westford is a special place due to the dedication and passion from our volunteer Town Boards and our employees. I wish to thank them for their efforts and making my job easier.

Respectfully submitted,
Steve Ledoux

AFFORDABLE HOUSING COMMITTEE

The Affordable Housing Committee's mission statement is to provide diversified housing opportunities in Westford. We continue striving toward our goal of increasing the affordable housing stock of Westford to 10% of all residential units. Westford has enjoyed a slight increase within this calendar year to just above 2% according to the Department of Housing and Community Development.

The Committee continues educational programs on affordable housing issues, studies changes in the laws concerning comprehensive permits (G.L. c. 40B), and, through cooperative efforts with the Housing Authority, monitors, guides and attempts to shape private development projects which have affordable components. Further, the Committee makes all efforts to adhere to meeting the needs as outlined in the recently approved Housing Production Plan.

Recently the Committee has been reviewing the Land Acquisition Oversight Committee's report on the inventory of municipal-owned land in an effort to explore diversified housing opportunities so as to maintain local control.

Communication between the Committee and the Zoning Board of Appeals has increased to coordinate ongoing and contemplated projects with affordable housing aspects. The Committee has assigned with each newly proposed private project an individual committee member to monitor same in an effort to keep abreast of any changes in size, scope, density, special concerns and affordable housing percentages, while promoting affordability with sensitivity to environmental, architectural, safety and infrastructure impacts.

Ongoing and completed projects which the Committee has been involved with include the rehabilitation of the Brookside Mill, Concord Place, Rosegate, Woodlands at Laurel Hill, Tadmuck Meadows, and Keyes Corner, among others.

The Committee most recently has been involved in analyzing a proper situs and housing opportunity for those with profound special needs. It is our collective desire to maintain Westford as a community which welcomes all persons regardless of income or need.

It is our hope that Westford and those who develop will continue to seek out the Committee for advice, recommendation, and consult so as to balance the legitimate interests of all parties.

The Committee mourned the loss of affordable housing advocate William D. Coakley this year, but we were proud to break ground at the Veterans' Memorial Complex dedicating in his name the 15-unit project there with the cooperation of the Housing Authority. Andrea Peraner-Sweet joined me to co-chair the committee and her efforts have proven invaluable. On behalf of the Committee we thank you for allowing us the privilege of our continued service to the Town.

Respectfully submitted,
Christopher A. Romeo
Co-Chair of the Affordable Housing Committee

ANIMAL CONTROL DEPARTMENT

The Animal Control Department patrols the towns of Westford, Tyngsborough, and Littleton, impounding dogs running at large and unlicensed dogs, and investigating dog attacks, barking dogs, and reports of animal cruelty. In addition the Animal Control Department issues quarantines in the town of Westford, inspects barns and kennels and also responds to public safety issues including the interaction of wildlife and residents.

In 2004 Animal Control Officers responded to or provided assistance for:

- 1263 dog related complaints
- 862 wildlife related complaints
- 67 cruelty/neglect report investigations
- 38 reported mountain lion/bobcat sightings
- Removal of approximately 567 deceased animals from public roadways

Respectfully submitted,

Michael E. Harrington
Chief Animal Control Officer

Asst. Animal Control Officers
Meg Mizzoni
Tim Whitcomb



In memory of "Chief." . . Dave O'Keefe WFD



"Hootie"

BOARD OF ASSESSORS

Year's Activities

The Assessors office completed a revaluation and re-certification for fiscal 2005. This is based on a valuation date of January 1, 2004 for FY 2005. Approximately 2500 parcels were visited as well as a thorough sales analysis of sales occurring in calendar year 2003. The Assessors office has also analyzed all land sales, land residuals, and tear downs. Market values have continued to appreciate because of strong demand and desirability to live in Westford. New Growth for FY 2004 was \$98,212,979, which was an increase of \$48,414,552 or approximately double that of FY 2004. This increase in growth was due to:

- Visiting approximately 2500 homes that have not been reviewed since prior to 1996.
- Full utilization of all sources of information on properties, such as MLS listings and sales.
- Significant growth in personal property.
- Near completion of a major condo development as well as the new construction of two other condo developments.

The total FY 2005 value of all taxable classes of real and personal is \$3,470,780,788. The levy is approximately \$47,480,281. The indicated single tax rate for FY 2005 of all classes is \$13.68 per thousand. This is a 2.28% decrease over the FY2004 tax rate or \$0.32 less. The Board of Selectmen voted to adopt a Small Commercial Exemption again for FY 2005. This in effect shifted the tax burden within the Commercial/Industrial class. The FY 2005 Commercial/Industrial tax rate was increased slightly to \$13.87. The FY 2005 average single family assessed value is \$416,940 and is a 9.24% increase over the FY 2004 average single family assessed value of \$385,413. The average FY 2005 tax based on the new figures equals \$5,703.74. This is an increase of approximately 5.707% or \$307.96 over the average FY 2004 tax of \$5,395.78. The Department of Revenue certified the results of this assessment data to be within their statistical requirements and the tax bills went out on time.

Continued growth in the tax levy resulted in an increase in overall taxes for FY 2005. The Assessors office is continuing to update property data to achieve a higher level of accuracy. This is a constant on-going process to ensure that tax assessments are equitable to all taxpayers. A representative from the Assessors office visited approximately 2500 parcels for FY 2005, of these there were 600 +/- building permits. The more accurate we can make this data, the more accurate the assessments will reflect current market value.

Fiscal year 2004 saw a decline in the number of applications for abatements of real and personal property from FY 2003. There were approximately 50 fewer applications. This was because property values had been adjusted for FY 2004 through an interim revaluation. Westford is a very desirable community as reflected in market activity and sale prices. It remains one of the most desirable towns in the area. This desirability and demand to live in Westford coupled with a shortage of housing inventory continues to increase property values in terms of sale prices and subsequently assessments. It has been a very busy year for the Assessors office with updating office procedures and software, completion of the tri-annual revaluation for certification,

implementing and monitoring the various elderly exemptions, other exemptions and the Community Preservation Act, and implementing the new Supplemental Assessment and Tax enacted by the Legislature. The staff deserves much credit meeting all the demands and challenges with competence and dedication to the town. The Assessors office recognizes that taxes are increasing as the town continues to grow and the demand for service increases. As always, we will continue striving for providing good customer service to the taxpayers. Our goal is to make every effort to assist the taxpayer understand their assessments.

Exemptions

In Fiscal year 2004 the Board of Assessors granted 229 statutory exemptions for property taxes in the total amount of \$150,450.80 (Veterans, Elderly over 70, Blind, etc.). There were seven applicants who were granted a Tax Deferral under Section 41A. The Town of Westford continued with the adoption of Chapter 126 of the Acts of 1988, allowing the statutory exemption to be increased to double their stated exemption amount. There were also 208 CPA exemptions granted.

Abatements

In fiscal year 2004 there were 108 request for abatements on real and personal property. Of these, 70 abatements were granted, 34 were denied, and four were withdrawn. There were 6 appeals filed with the Appellate Tax Board for FY 2004 (two real estate and four personal property). One case remains for FY 2002 and will be heard by the Appellate Tax Board in 2005. There were 2two FY 2003 remaining cases and were settled prior to the Appellate Tax Board hearing date. The Commissioner of Revenue is in litigation with several communications companies for FY 2003, 2004 and 2005.

Respectfully submitted,
Jean-Paul Plouffe
Principal Assessor
For the Westford Board of Assessors

BUILDING DEPARTMENT

During the year 2004, the Building Department issued 703 building permits that resulted in 17 new dwellings and 55 condominium units. This was a considerable decrease from 50 new dwellings and comparable to 68 condominiums issued the previous year. There was an increase in residential additions and finished basements. The department also issued 641 electrical permits, 404 plumbing permits, 451 gas permits, 41 places of assembly and 111 occupancy permits for a total of 2,365 permits. The total fees collected for 2004 were \$409,742.

With the ongoing implementation of the Growth Management By-Law, it has resulted in a decrease in the number of subdivision and single family dwellings submitted before the Planning Board. This has triggered a large increase of Chapter 40B of the MGL developments submitted to the Zoning Board of Appeals. Most of the on-going single family dwelling subdivisions are near completion. The first 55-and-over age-restricted development off of Tyngsboro Road, known as The Villages at Stone Ridge, has a total of 110 units. It was started in November 2001 and is now winding down nearing completion. The Brookside Mill conversion project which consists of 35 units, 8 which are affordable is completed. The Town turned a falling-down old mill building into an award-winning structure that has retained its 100 year old character with all the conveniences of today. The Rosegate Condominium Development, with 10 units, three of which are affordable, is also near completion. Rancho De Amigos, formerly called the Caliente by the old Westfordites, is being developed as the Keyes Corner 40B condominium development with 32 units, 8 which are affordable.

During this past year, the Town's last two piggeries have now been converted to uses other than farms. The Kennedy Farm on Old Road/Carlisle Road is now the Butter Brook Golf Club, which opened in the spring. The other is the Connell's Spaulding Hill pig farm, off of Keyes Road. Some of the land is being developed for single-family dwellings and a new cell tower. Along with farming pigs, they will be farming calls. The addition to Nashoba Valley Technical High School which began construction in 2001 is near completion. This was a very well-coordinated project, with a note of thanks to George Kalarites, who has been head of maintenance at the Tech school since its opening over 30 years ago.

Commercial development still remains very slow with just one permit issued for the Town of Westford highway garage facility. This is comparable to just one permit issued the previous year.

Respectfully submitted,
Donald E. Kinney
Building Commissioner

CEMETERY COMMISSION

The Cemetery Commission acts as a policy-setting committee. The Commission is an appointed board comprised of 3 members. Cemetery maintenance and operations is one of the major functions of the Parks, Recreation, and Cemetery Department. The Town's six cemeteries are: Fairview Cemetery, Hillside (North Burying Ground), Old Pioneer Burying Ground, Pine Grove Cemetery, Westlawn (West Burying Ground), and Wright Cemetery.

Operations

The location of the Cemetery office has been moved to the Pine Grove Cemetery from the Fairview Cemetery. The Pine Grove space is a combined small office, restroom and small maintenance garage.

Maintenance

Regular maintenance of the town's six cemeteries includes but is not limited to grass cutting, leaf removal, addition plantings, trimming of bushes and trees, removal of weeds, repairs to surface and grass areas. Additional cleaning is completed at all cemeteries for Memorial and Veterans Day holidays. A new lowering device, Scag lawn mower, and new engine for Hustler lawn mower were purchased.

Fairview: Major tree work began in 2004 as many trees were pruned or trimmed, and several dead or diseased trees were removed. An assessment of the trees is being completed. Once the assessment is completed a plan will be created for maintaining the health of the trees. The gazebo in the center of the cemetery was repainted and repairs were made to the water spigots.

Pine Grove: Two new trees donated by Laughton's Nursery were planted this year and signage was completed at the front entrance. Some plantings in the contemplation garden did not survive the winter and have been removed. The pathway in the garden has been paved. Water spigots were added and the paving of the roadway was completed.

Westlawn: damaged fencing has been replaced and reconfigured to eliminate the potential for future damage.

Burials and Sale of Lots

In 2004 there were 28 burials; 10 were cremations and 18 were full burials. The Commission is considering adding a columbarium at Pine Grove to accommodate the increase in cremations. There were 37 grave sites sold with all but one sale being at Pine Grove.

Respectfully submitted,
Daniel Provost
Chair

CH. 40B PERFORMANCE STANDARDS COMMITTEE

In late 2003, the Westford Zoning Board of Appeals (ZBA) requested that the Board of Selectmen charter a committee to prepare development guidelines for Ch. 40B projects. Ch. 40B of the Mass. General Laws allows developers, in many cases, to sidestep zoning bylaws and other local regulations, provided their projects contain 25% or more units which meet affordable housing criteria. The ZBA is the local regulatory board for Ch. 40B developments, and it recognized that specific criteria, quantitative where possible, were needed with which to evaluate these applications.

The committee includes members of all the Town's land use boards: the Affordable Housing Committee, the Board of Health, the Conservation Commission, the Master Plan Implementation Committee, the Planning Board, and the ZBA, as well as the Board of Selectmen. This was done so that a broad consensus would be reached as to what desirable characteristics the Town wanted to have in its 40B developments. By following these guidelines, 40B applicants would have an easier time getting their projects approved, and the Town would end up with a better housing product. The guidelines are only recommendations, and do not have the status or weight of zoning.

The committee worked about a year to produce the *Ch. 40B Development Guidelines*. Topics include density (units per acre), site layout, building architectural and design preferences, and open space. Town and State regulations for septic systems and environmental protection are compared. Two-thirds votes were used throughout, so that a true consensus was reached.

The *Guidelines* are now in place, and at least some of the 40B applicants are using them to tailor their proposals to Town preferences. The ZBA, Selectmen and Town Meeting have endorsed them, in various draft versions. The ZBA is responsible for their updating as needed, in coordination with the other land use boards. Copies are available from the Town Clerk, and will be posted on www.westford-ma.gov.

Veronica (Roni) Whitehouse chaired this committee until her death in 2004. She was a joy to work with, and she kept the rest of us on course. She is missed.

Respectfully submitted,
John Cadigan
Former Chair

COMMUNICATIONS ADVISORY COMMITTEE

The Communications Advisory Committee (CAC) advises and represents the interests of the Westford Board of Selectmen in their role as franchise authority for cable television and with regard to other services provided by Westford's cable operator (currently Comcast Corporation). The CAC also advises residents regarding similar services that may be provided over other media than cable, by a variety of broadband companies. Such services include Digital Subscriber Line (DSL) Internet access and Voice over Internet Protocol (VoIP) local and long distance telephone service. The CAC does not deal with dial-up Internet access or conventional telephone service. Formerly called the Cable Advisory Committee, the CAC's charter was extended by the Selectmen to include oversight of additional broadband services, and the Committee's name was changed accordingly.

The CAC negotiates and enforces cable TV license provisions with Comcast, which has been the Town's cable operator since January 2003. The CAC also serves as an advocate for individual Westford citizens in all matters involving the cable operator, as well as providers of other information and communication services, which may be subject to a variety of regulatory frameworks. We encourage all interested parties to attend our meetings to air their concerns, to ask questions or just listen. CAC meetings usually take place on the 4th Thursday of each month at the J. V. Fletcher Library, starting at 7:00 PM. Check postings at Town Hall for exceptions.

Comcast's long-awaited broadband cable services were made available to nearly all Westford residents by the beginning of 2004. Since the upgrade occurred, the CAC has been pleased to note the near absence of the signal-quality problems and frequent outages that were "endemic" to the old analog cable system. Better signals and more channels are now available even to those who did not upgrade to digital TV. The volume of calls and related complaints of long telephone hold-times in customer service have been drastically reduced.

Apart from perennial complaints about ever-increasing (unregulated) rates, the only other major issue Westford subscribers have brought to the CAC's attention involves the fact that digital TV service is now necessary to receive any premium channels (such as HBO). To Comcast's credit, the digital TV tiers have been enhanced to include an improved interactive channel guide, support for high definition television (HDTV), and TiVo-like services such as On Demand and most recently Digital Video Recorder (DVR) capabilities (now available by means of special converter boxes). Comcast's long-awaited cable Internet service has been well received, with very few complaints noted. The downstream throughput was increased again (to about 4 Mbps) just before the end of 2004, at no increased cost to cable Internet subscribers.

The prior cable TV franchise license held by Comcast was due to expire in April 2003. However, before this date, the Westford Selectmen and local Comcast management agreed to amend the current renewal license to extend its term to April 2004.

Near the beginning of 2004, Comcast redoubled its efforts to speed up the negotiation of a new long-term renewal license, after making it clear that they would not extend the present license beyond 2004. The CAC apprised the Selectmen that Comcast then planned to discontinue "in-

house” support for the Lyberty Way studio and the current Westford I-Net (Institutional Network), and force the Town to find its own alternatives – otherwise current broadcasts on local Channel 8 would cease as of the end of the year. Even more worrisome, Comcast was also looking to “pass through” all costs related to future local access provisions (and I-Net alternatives) to Westford cable subscribers as rate increases. At that point, Comcast appeared unwilling to relent in these matters, in accordance with their nationwide corporate stance regarding the elimination of in-house local access studios like the one at Lyberty Way, which has served the Town well for decades.

The CAC’s Negotiation Subcommittee worked diligently throughout the year to arrive at a suitable renewal license. The CAC established a dialog with municipal “stakeholders” and Channel 8 producers relative to critical local access issues. This dialog culminated in the well-attended license renewal public hearing held in February 2004. Participants included many local producers and representatives of groups concerned with maintaining the status quo relative to our local access capabilities – even if a rate increase might result. A huge vote of confidence was expressed for Ron Zimmerman to continue as director of local access production if and when a public access corporation or similar entity took over management of the facilities.

Since no agreement was reached by April 2004, an extension until July 2004 allowed more time for negotiation. In the interim, the CAC drafted the Town’s own “formal” license proposal, which was officially submitted on behalf of the Selectmen as a rebuttal to Comcast’s unacceptable version. After the last extension ran out in June, the Selectmen took the CAC’s advice to officially deny Comcast’s license proposal, an action that could have led to a protracted and potentially costly legal battle upon appeal, as has occurred in other municipalities in the state.

This circumstance was averted by intense informal negotiations that eventually won the Town many important concessions from Comcast in a new 10-year renewal license signed by the Selectmen on December, 15, 2004. The company’s willingness to offer us better license “perks” was largely due to the intervention of Comcast Regional VP Stephen Hackley, a long-time Westford resident, whose office is in the Lyberty Way facility. Mr. Hackley went to bat for our Town with Comcast upper management to win us another full year at the Lyberty Way studio, and a smooth transition to a new, well-funded local access arrangement beginning in 2006.

Apart from a generous grant for new studio equipment and operating expenses, the Town’s current I-Net will be retrofitted with brand-new upstream video links. All Westford Public Schools will now be included in the new network, and provisions have been made to provide a link to a new studio, whose location should be designated by the Town by the summer of 2005. The CAC is pleased that all of these new arrangements will result in very little increase to the cable bills of Westford subscribers in the form of Franchise Fees, etc.

The CAC website, www.westford-ma.gov/generalinfo/commcomm/commcomm.htm, provides Westford Citizens with information on cable-related topics. Our website will provide more details about the license renewal process described above, including a copy of the license itself.

The Westford CAC can be contacted by letter mail at Town Hall, or preferably by sending email to: commcommittee@westford.mec.edu. CAC Chair Dave Levy also invites telephone inquiries and voicemail at his home phone: (978) 692-2290.

Respectfully submitted,
Dave Levy
Chair

COMMUNITY PRESERVATION COMMITTEE

The Community Preservation Act (CPA) allows Westford to preserve our community character in the areas of open space, community housing, historical resources, and land for recreational use. Westford residents pay a 3% property tax surcharge to fund such community preservation projects.

2004 Community Preservation Funds: \$2,009,216

In Fiscal Year 2004, Westford locally raised \$1,084,780 in Community Preservation funds.

3% local Community Preservation property tax surcharge	\$1,024,976
Investment income	\$76,601
Interest on late tax payments	\$2,725
Tax abatements ¹	(\$19,522)
Local FY 2004 Community Preservation total	\$1,084,780
State Match (received 10/15/03)	\$924,436
TOTAL FY 2004 Community Preservation Funds	\$2,009,216

The state offers matching grants from the Community Preservation Trust Fund, whose revenue is generated from designated fees at the Registry of Deeds. Because Westford set the CPA property tax surcharge at 3%, we are eligible for 100% matching funds from the state.

On October 15, 2004, Westford received \$1,005,454 in 100% state matching funds. These funds, in addition to FY 2005 CPA local revenue, will be allocated at the 2005 Fall Special Town Meeting.

In 2004, the Community Preservation Committee (CPC) recommended and the October 18 Town Meeting approved \$604,266 in community preservation projects and mandated reserve funding. The Community Preservation Act requires that communities allocate a minimum of 10% of their CPA funds to each of three areas: open space, community housing, and historical resources. The balance of the CPA funds remains unallocated in the general community preservation account.

Open Space Funding:

\$11,422 to the Open Space Reserve Account

\$190,000 to assist the Conservation Commission in the facilitation of and actual purchase of land (Conservation Commission)

This allocation enables the Conservation Commission to obtain and preserve parcels of land as open space. It allows a quick response as important smaller parcels become available. CPA monies can only be used towards actual land acquisition and/or Conservation Restrictions to be

¹ The Westford CPA includes the following exemptions:

- a) property owned and occupied as a domicile by any person who qualifies as low income (after medical expenses), or as a low or moderate income senior (after medical expenses); and
- b) \$100,000 of the value of each taxable parcel of residential real property.

held in perpetuity, or for deposits or other costs surrounding the purchase of land.

Historical Funding:

\$182,042 to the Historic Resources Reserve Account

\$19,380 to restore the J.V. Fletcher Library façade (Board of Library Trustees)

This allocation funds the historic restoration of the Main Street entryway and the façade of the J. V. Fletcher Library in the Town of Westford's historic center. The scope of the restoration project includes re-pointing of the front granite steps and side pedestals, refinishing the original oak door surround from 1895, cleaning, repairing and re-leading the stained glass transoms above the two original Main Street windows, and repairing and cleaning the terra cotta frieze work above the Main Street entry arch. Additionally, the original full façade of the 1895 building would be cleaned. The goal of the project is preservation of the historic library façade dating back to 1895, and deterrence of any further deterioration of the original building materials.

Community Housing Funding:

\$101,422 to the Community Housing Reserve Account

\$100,000 for the conversion of existing homes to special needs housing (Westford Affordable Housing Committee)

These funds will be used for acquisition, renovation, relocation and/or improvement of an existing structure within the Town of Westford to be used as a group home for the mentally retarded. The profoundly disabled, including the mentally retarded, has been identified as one constituency that needs more housing availability in Westford.

This project helps preserve Westford's character by renovating existing properties into fully functioning and well maintained homes that would meet the requirements of a special needs population. An additional goal of this project is to increase the number of affordable housing opportunities available to low income residents. The completion of this project would add three or four units to our housing inventory.

Appreciation

The Community Preservation Committee would like to remember the dedication, knowledge, and perseverance of the late Bill Coakley for his work toward gaining affordable housing in Westford, and as a valued and much missed member of the CPC. The Committee would like to recognize Town boards, officials, and staff for their valuable input concerning the use of CPA funds and Westford's community needs. Most importantly, the Committee would like to thank the people of Westford for their generous support of our town and community.

Respectfully submitted,
Ingrid Nilsson
Chair

CONSERVATION COMMISSION

The challenge of protecting the environment while accommodating new development to meet human needs becomes more complex every year. 2004 was illustrative of the wide range of environmental challenges that will continue to increase for the Town as it becomes more intensely developed. With these challenges also came opportunities for the Town to permanently protect some of its most environmentally important parcels of land: The 130 acre Stepinsky parcel located east of the American Legion Playing fields on River St., and the nearly 300-acre East Boston Camps property off Depot Road.

The work by the Commission involves several types of review:

- “Request for Determination,” in which the Commission is asked to approve relatively minor work within 100 feet of wetlands
- Abbreviated Notice of Resource Area Delineation (ANRAD) in which the Commission is asked to approve a surveyed plan showing wetland boundaries.
- Notice of Intent”, meaning that an applicant has notified the Town of an intention to build a structure or any type of work in a wetland or the land around a wetland.
- Emergency Certificate, when rebuilding a septic system or some other emergency work necessitates alteration of a wetland or nearby land on short notice.

During 2004 12 public hearings were opened for Requests for Determination; 6 public hearings were opened for ANRAD’s; 50 public hearings were opened for Notices of Intent, and 16 Emergency Certificates were issued. In doing this, the Commission conducted nine formal site visits, while agent William Turner conducted hundreds of site visits in relation to many ongoing projects as well as new proposals.

The Commission issued five Enforcement Orders and fines totaling \$1,350.00 in relation to relatively minor violations of the State Wetlands Protection Act and local wetlands bylaw, generally involving the performance of work in or near wetlands without a required permit. The most significant violation occurred when the storm water drainage system at the reconstructed Brookside Mill was being cleaned of sediment accumulated during construction, and the contractor failed to check the discharge point and a considerable amount of sediment was discharged directly to Stony Brook.

The Commission also had to deal with violations of two conservation restrictions. One occurred on restricted land off Frances Hill Road, where the property owner cleared several acres to expand his landscaping business and created a skating area, and the other at the Lakeside Meadows subdivision, where an area directly adjacent to Lake Nabnasset was converted into a sandy beach. Conservation Restrictions are permanent deed restrictions on land use authorized by State law and requiring approval of both local and state officials that are intended to preserve land in a wild and natural state to preserve important public benefits. The Conservation Commission has been entrusted with over 53 such restrictions in the Town covering nearly 1,200 acres, which forms a critical part of the open space supply of the Town, none of which can afford to be lost. The Commission is working with the landowners to assure the disturbed areas are restored.

In terms of permitting under the Wetlands Protection Act and local wetlands bylaw, other than the proposed Westford Technology Park West Phase II office park, the Commission's agenda was filled for the most part with small projects, such as single family homes or additions, with one exception being the 36-unit Keyes Corner Affordable Housing project located at the corner of Groton and Nutting roads, which was approved. The Commission did review a number of applications for wetland line confirmation for some relatively large sites for which development applications are anticipated to be filed in 2005, which include 3 affordable housing projects with over 100 units.

The proposed Westford Technology Park West Phase II office park has been one of the most complex projects submitted for review in the Town's history. The sheer scale of the project prompted the Town several years ago to suggest to the developer the potential development of a Rt. 225 bypass road, to alleviate existing and future congestion on area roadways, particularly Rt. 110, in the development area. Given the complexity of the bypass road proposal, the developer chose to file the office park as a separate application, leaving the filing for the bypass road for the future. After a year of hearings and development of substantial information regarding the site and necessary protective and mitigative measures, the Commission began work on an Order of Conditions for the office park early in 2004. However, new information regarding the presence of rare wildlife species in the area of the development resulted in significant changes.

While the area does not fall within an officially established Estimated Habitat for any State listed species and consulting wetland scientists had not found any such species present on the project site, in the spring of 2004 Town residents found individuals of two rare species, the blue spotted salamander and the Blanding's turtle, that had been crushed by vehicle traffic on roadways adjacent to the project site. This information was submitted to the State Natural Heritage and Endangered Species Program (NHESP), the agency charged with administering laws to protect threatened species. Based on these observations the NHESP determined that the office park site was significant habitat for these species, and called for project changes. A proposed parking area near state-certified vernal pools near Powers Road had to be pulled out of the 100-foot buffer zone and a walking trail near potential turtle nesting habitat on the southern part of the site had to be eliminated.

More significantly, the NHESP required upland areas near the vernal pools near Powers Road to be left as an undisturbed area to protect upland habitat of the salamander. This in effect eliminated the possibility for the Rt. 225 bypass road, which would have been located directly through this area. While the shape and scale of the office park project changed little, the possibility of a bypass road was eliminated. The Commission's hearing was still open at year's end, but it was anticipated the hearing would close and the permit be voted on by early 2005. The project will still have substantial challenges in permitting for necessary improvements for traffic safety along Routes 110 and 225 and Powers Road.

Other ongoing projects of wide interest subject to commission-issued permits were nuisance aquatic vegetation control projects at Lake Nabnasset and Long Sought for Pond. Initial reports are that herbicide and other treatments have made good progress against the invasive milfoil species that were beginning to dominate parts of these water bodies. The Commission is awaiting submission of follow up monitoring tests and studies to assess the impact to the lakes. The first

nine holes of the Butter Brook golf course opened for a busy first season. The developers continued to work with the state Natural Heritage and Endangered Species program to resolve concerns regarding the blue spotted salamander so as to allow completion of the second nine holes.

2004 saw significant open space land acquisitions. Over 60 acres were conveyed to the town in care and custody of the Conservation Commission, with the most significant parcels being an 11 acre donation from the Massachusetts Electric Company, located in the center of the Sullivan Conservation land located to the west of Rome Drive; and nearly 45 acres located in the northerly portion of the Greystone Estates subdivision donated by the developer, Greystone LLC. An important addition of 1.3 acres to the Cider Mill Pond Conservation Area on Lowell Road was acquired from George and Marlene Switzer using money from the Community Preservation Act funds allocated to the Conservation Trust Fund.

As of the close of the year efforts were underway for acquisition of the two most important large open space parcels remaining in the Town. Negotiations conducted by the Stepinsky Land Acquisition Committee with the owners continued for the 130 acre Stepinsky parcel located west of the American Legion recreation fields off River St. In the fall of the year agreements were reached through the efforts of the Trust for Public Land for a possible acquisition the nearly 300 acre East Boston Camps property off Depot Road, that will be submitted for Town approval at a Special Town Meeting in early 2005. The environmental importance of these two parcels cannot be overstated. They overlay the heart of the aquifer providing the majority of Westford's water supply and provide the highest qualities of open space, including over one mile of unspoiled riverfront along Stony Brook, perhaps the longest such undeveloped stretch of any river remaining in eastern Massachusetts.

The Town's Conservation lands continue to have the benefit of dedicated individuals who volunteer their time to oversee and maintain them. The Commission would particularly like to thank Kate Hollister, Tom Spuhler and Lennie Palmer of the Trail Steward Committee and all the volunteers who help maintain the town's trails, as well as Bill and Marian Harman for their constant help and devotion to protecting and enhancing the town's conservation lands. The Boy Scouts have always provided valuable public service projects on conservation lands with projects that enhance their accessibility. This year we thank Eagle Scout candidates Paul Berard for his work on the Peace Trail between Boston Road and Drew Crossing, Devin Sears for his work in installing a bog bridge on the Tom Paul Trail east of Evergreen Circle, and Neal Dixon for installing a much-needed set of stairs at the Arch Bridge at Stony Brook near Milot Road. Cub Scout Den 3, Pack 99 also helped clear the entry to the Kissacook Hill trail and fixed up the outdoor classroom as their conservation project.

We would also like to thank Anthony and Fenella Levick and their family for their continued excellent efforts in managing the Hill Orchard, particularly having had to deal with the extensive damage to the fruit crop by a hail storm in June. Such sudden, destructive events underscore the difficulties of sustaining a small agricultural operation.

To assist all remaining farmers in the Town, the commission will be submitting a right to farm bylaw to the 2005 Annual Town Meeting. We would also like to give a big thank you to all those

who patronized the stand in 2004, helping it and the orchard to be a continued success. If you would like to see pictures and more information about the Hill Orchard, please visit the website of the Levick's own farm operation, Monadnock Berries, located in Troy, New Hampshire. The Web address is www.monadnockberries.com. There is a link to this site from the Conservation Commission's home page, which may be found at the Town's web site www.westford-ma.gov.

The Commission would also like to extend its thanks to the Massachusetts Electric Company for their grant which helped support three projects in Town in 2004, including a vernal pool education course conducted by the Massachusetts Audubon Society in the Spring for a dozen Town residents, a wide-ranging study of blue-spotted salamanders in Town, including an assessment of the effects on vernal pools and associated habitat located near recent development projects, and a unique project to clear land to enhance nesting habitat for the spotted turtle at Conservation land located at the Veteran's Memorial complex at Stony Brook Center.

Beyond their work on the Commission, members are active participants in other Town Committees and community organizations. Chairman Eric Fahle participated as a member and provided guidance to the Integrated Pest Management/Environmental Management System Committee established in relation to a grant from the State Department of Environmental Protection for Municipal Environmental Stewardship Compliance Assistance. Eric also participated in the Ch. 40B Performance Standards Group. Other members were also active in other community organizations: Peter Mahler served on the Regional Recreational Trail Committee, Ch. 40B Performance Standards Group, Land Acquisition Committee and East Boston Camps Global Use Committee; Marilyn Frank served on the Community Preservation Committee and Stepinski Land Acquisition Committee; Mary Trubey served on the Affordable Housing Committee; Marian McCurley is vice president of the Executive Board of the Westford Elementary School PTO. Margaret Wheeler served as the Commission's liaison to the Zoning Board of Appeals at their hearings on several Affordable Housing project filings.

If you are interested in more information about the Conservation Commission, Westford's conservation lands trails or wetlands and other natural resources, please visit the Commission's website, which can be accessed from the Town of Westford home page at www.westford-ma.gov, or the Westford Conservation Trust website at www.westfordconservationtrust.org.

Respectfully submitted,

Westford Conservation Commission

Eric Fahle

Chairman

COUNCIL ON AGING

The Westford Council on Aging is located at the ADA-accessible former Cameron School, 20 Pleasant Street, now named the Cameron Senior Center. We celebrated our 10th birthday at Cameron this year.

Purpose

The Council on Aging (COA) was established on March 11, 1967, pursuant to Chapter 40, section 8B of Massachusetts General Laws, to provide services, advocacy and information to improve the quality of life for all 2,843 Westford residents who are 60 years of age and older. The Board of Selectmen works under the guidelines of the Executive Office of Elder Affairs and appoints the COA.

Mission

The mission of the Westford COA is to promote the physical, emotional, and economic well being of older adults, and to promote their participation in all aspects of community life.

Facility

The Cameron Senior Center is a community focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence, and encourage their involvement in and with the center and community. Cameron is shared by the entire community for human service needs. The eight-classroom, 15,288-square-foot facility is supervised, scheduled and maintained by the Director of Elder Services.

Senior Social Services

Social Services for the Council on Aging is composed of a Social Worker and an Elder Outreach Coordinator. The Social Worker works with elders and their families to offer a range of assessment and crisis intervention, and to provide referrals for services. Guidance is provided to families who are out of the area to ensure that their family members living in Westford are able to remain in a safe and secure environment. The Outreach Coordinator continues to further meet the requests of our growing population as she visits homebound seniors, observes and refers specific issues to the appropriate resources and works closely with the Social Worker to offer a well-rounded team approach to the Council on Aging Services.

We offer a support group at the Cameron Senior Center for seniors who have moved to new surroundings. The Social Worker co-leads a support group for people who are caring for loved ones with Alzheimer's and related dementias – this group is held at the Inn at Robbins Brook in Acton.

The Social Service team made more than 2,000 telephone contacts in 2004. Over 400 home visits and 200 office visits were completed during the year. We will continue to provide quality service to seniors and their families. We can be reached by telephone at the Cameron Senior Center for home visit requests and/or appointments at (978) 692-5523.

Adult Supportive Day Program

The Adult Supportive Day Program, now in its fourth year, operates out of the Westford Housing Authority's Felix Perrault Community Room at 65 Tadmuck Road. The program expanded to 4 days per week, Monday through Thursday from 8 a.m. to 4 p.m., with participants on site from 9 a.m. to 3 p.m. Transportation, along with a hot meal and snack, are provided. A Program Coordinator and Activity Coordinator oversee our growing program.

Westford's Supportive Day Program is a member of the Massachusetts Adult Day Services. Our program provided 21 elders a social program in a "home away from home" environment. The goal is to provide seniors with interesting and fulfilling activities that promote dignity and self worth, confidence, socialization, and stimulation. The Supportive Day Program is a place to make new friends and remain active. Clients are screened for appropriateness and family meetings are held regularly to assess progress. Participants attend one to four days per week. A partnership with Elder Services of Merrimack Valley provides financial assistance to qualifying families. We offer free trial days for interested families.

We are fortunate to have a wonderful group of volunteers. Anyone interested in information regarding our program or volunteer opportunities, please contact us at 978-692-0803.

Transportation

Van service provides transportation for the elderly and disabled to meet their obligations for keeping medical, nutritional, social, shopping and other appointments. Transportation services of one van commenced in 1998 and in 2004 we were awarded funding from the Lowell Regional Transit Authority (LRTA) to operate a third accessible van. The service operates within Westford and surrounding towns and the Pheasant Lane Mall in Nashua, New Hampshire.

Our vehicles covered a combined 43,169 miles in 2004, an increase of 7% over 2003 and 15.7% over 2002. Vehicles are owned by the LRTA and administered by the Council on Aging. In 2004, Van 1 accommodated 967 medical appointments, an increase of 33% and 755 shopping trips, an increase of 66%. Van 2, assigned to the Adult Supportive Day Program, increased to four days per week in July and provided transportation rides for 1,083 duplicated people. Van 3, provides service to and from the Cameron Senior Center for social, nutritional, drop-in and educational activities. This van carried 520 to the congregate lunch served at Cameron and 607 to other Cameron activities. 692 unduplicated individuals received transportation. To schedule a ride please contact us in advance at 978-399-2322 with your name, address, telephone number, date and time of your appointment, the name and exact location of your destination, along with the approximate length of your appointment.

S.H.I.N.E.

Serving the Health Insurance Needs of the Elderly (SHINE) counseling is provided by a volunteer at the Cameron Senior Center. In this role 65 individuals received services. Help is provided for Medicare beneficiaries of all ages to compare various insurance options and benefits. It is explained how Medicare works with other insurances such as Medigap and Health Maintenance Organizations, reviews current coverage, provides a comparison of plans, starts

appeals if necessary, and protects individuals from paying bills they should not pay, as well as helping individuals fill out insurance claims forms and public benefits applications.

Money Management

Two certified and trained volunteers provide free service as money managers to assist low-income elders who are having difficulty writing checks and managing their money. Money managers are bonded and can be used as a bill-payer or as a “representative payee” service.

Tax Relief

A Council on Aging volunteer administers the Senior Tax Work Program for the Board of Selectmen. Money for this program (\$22,500) is appropriated in the Council on Aging budget approved at the Annual Town Meeting in May. The requests for applications are growing each year as the property taxes escalate. The program is open to all homeowners 60 years of age and over. The senior must occupy the house for which they are requesting the tax abatement. The 30 seniors funded must agree to work out a compatible arrangement about his or her 100 hours of time and duties with the department head to which assigned and are encouraged to continue on as a volunteer when their 100 hours are complete. The program begins on July 1 and all work must be completed by March 31 in order to apply the \$750 rebate to the last quarterly tax bill.

Tax Relief for the Elderly or Disabled (TREAD) is one avenue of relief for seniors age 65 and over or the disabled. It is based on income and assets of the applicant. Funding for this program is based entirely on the generosity of individuals and businesses. In 2004, 23 applications were awarded a total of \$11,500 in stipends of \$500 toward their third quarter tax bills.

Tax counseling sessions are held at Cameron and continue to be provided to the elders in Westford by dedicated volunteers. This program is in collaboration with AARP.

Westford Community Food Pantry

The Food Pantry is housed at the Senior Center and is available to all Westford residents. The pantry relies on a dedicated group of volunteers for all services including the delivery of groceries to the homebound. Over 160 unduplicated households were provided groceries this year.

Respite & Companion Care

The Respite and Companion Care program has provided supervisory care to isolated and/or convalescent elders for 25 years, allowing caregivers a time of relief from their daily routine. The companions go to the homes of those in need of help; and they are available days, evenings and weekends either on a temporary or permanent basis. This service is provided in cooperation with the Town of Chelmsford. There were 24 Westford seniors who received companion assistance in their homes in 2004.

Legal Services

The COA can refer seniors for assistance with legal issues such as consumer protection, evictions, food stamps and other similar problems to Merrimack Valley Legal Services. Attorney

Leslie Madge along with attorneys from her office provide a free private consultation on all matters. In 2004, 31 Westford seniors sought consultation.

Nutrition

The COA sponsors the following programs:

- Congregate Meals, available five days a week at Cameron at 11:30 a.m. The donation is \$2 per meal, and seniors must call with a minimum of two days notice between 10 a.m. – 1 p.m. at 978-692-4480. 169 individuals participated in 2004.
- Home Delivered Meals is federally funded to provide hot meals, five days a week, and 110 elder residents who are homebound participated. A limited number of weekend frozen meals are available. Donation is \$2 per meal; call 1-800-892-0890 for more information and referral.

Volunteers

246 volunteers provided 9,249 hours of service to the Council on Aging.

Respectfully submitted,
Joanne Sheehan
Director of Elder Services

WESTFORD CULTURAL COUNCIL

The Massachusetts Cultural Council FY05 allocation for Westford totaled \$2,440, the same amount allocated in FY04. The Westford Cultural Council received 27 applications for FY05. Grants were awarded to the following eight applicants:

Nashoba Youth Orchestra: \$300 to help pay for focused musical coaching by professional musicians during sectional rehearsals, to bring out the highest quality musical product possible during the orchestra's inaugural season.

Tessitore/Yeaman Family Concert: \$300 to help support an hour-long afternoon family concert of pieces for cello and piano, with a history before each piece and reception afterwards for audience questions, to be held April 3, 2005.

Westford Teen Arts Council CD Project: \$525 to help design and produce a CD of rock, folk, jazz, and classical music composed and performed by Westford teens, to be released at a teen-organized CD party in November, 2005.

Three Apples Storytelling Festival: \$100 to help support the 21st annual festival, which features storytelling for children, adults, families, and elders by performers of national prominence. A storyteller from the Festival will give a free preview performance in Westford to publicize the festival.

Westford Chorus: \$500 to help support the Dec. 11 and 12, 2004 performances at two Westford locations of Mozart's Mass in C Minor, with a chorus of over 100 singers, professional soloists, and a 16-piece orchestra.

Sawmill Drive History: \$300 to help support printing and binding of a 400-page comprehensive text and pictorial history of the physical and personal lives of Sawmill Drive homes and residents from 1972 to 2005. Copies of the history will be presented to the Westford Museum and Fletcher Library.

Indian Hill Arts Center: \$152 to support two subscriptions to the Orchestra of Indian Hill's 2005 concert series. A pass available at Fletcher Library can be requested and exchanged for two free tickets to concerts on January 30, March 5, March 19, and April 30, 2005, to make these concerts accessible to low-income residents.

Sophia and Saul's Wedding: \$300 to help support two performances of this dinner theatre co-written by a Westford resident and presented at Westford Regency and Parish Center for the Arts. The show opened Nov. 20, 2004 and a matinee was presented for seniors who prefer a daytime performance.

Respectfully submitted,
Elizabeth Michaud
Chair

EMERGENCY MANAGEMENT

2004 has been a busy time for Emergency Management. After the process of filling out questionnaires and reports, we have begun to see some grant money filter in. The EOP-All Hazards grant was used to update data in the Comprehensive Emergency Management Plan.

Westford participated in the CERT grant program. We were able to pay for seven slots in the Merrimack Valley Community Emergency Response Team academy and purchase their supplies. The CERT graduates participated in a full-scale exercise in Lowell along with Fire Department personnel whose pay was reimbursed by MEMA. We are hoping to use the CERT graduates for the staffing of shelters and assisting in other emergencies.

We are seeing a Regional and Multidiscipline approach to grants such as possible grants to our North Middlesex LEPC and we also hope to benefit from The Northeast Homeland Security Regional Advisory Council. The towns that belong to the North Middlesex Council of Governments, of which Westford is one, were given a regional grant to prepare a Natural Mitigation Plan. With this plan completed, we now need to prepare a local plan. These plans need to be completed to assure future grants and reimbursement for natural disasters such as storms, similar to the Highway Department receiving reimbursement for the overtime and equipment for the April 1-2 storm.

Through MEMA we sponsored a course for department heads – Incident Command for Executives. In the upcoming year we hope to have all Emergency First Responders participate in the on-line NIMS course (National Incident Management System). As a Town we should be compliant by September 30, 2005 or we may not be eligible for future Federal grants and reimbursements.

Emergency Management along with Police and Fire participated in a drill at Westford Nursing and Rehab along with their staff. We had several planning meetings before the drill and then a critique after. We felt that we learned a lot and hope to build on what we experienced and plan another drill in 2005. We would like to thank Littleton and Tyngsboro Fire Departments for providing coverage to the Town while we ran the drill.

We would like to thank the Town departments, boards and residents for their support and cooperation. Thanks to PART for being at the ready to assist. And lastly thanks to the Town Manager Steve Ledoux, Chief Welch and Chief Rochon for their continued assistance and guidance.

Respectfully submitted,
Joseph Targ
Co-Emergency Management Director

Timothy Whitcomb
Co-Emergency Management Director

FINANCE COMMITTEE

The Finance Committee is an independent town board whose nine members are appointed by the Town Moderator for overlapping three-year terms. The Committee is charged with advising Town Meeting on all matters with a financial impact on the town. In order to make informed recommendations, committee members regularly consult other committees and town officials.

Westford experienced another financially difficult year in 2004. Town Meeting passed an operating budget of \$73,195,530 for FY'05, an increase of 2.85% over the prior year. However, much of that increase was needed to fund sharply rising legal, health insurance, and pension costs, and unfortunately many departments still did not have the budget necessary to maintain employment at FY'04 levels. Consequently, there was a loss of position for some employees and a reduction in hours for others. As a result, the level of service provided by many departments could not be maintained at FY'04 levels.

At the beginning of the FY'05 budget planning process, the amount of state aid available for FY'05 was uncertain. To prepare for the worst case, the Town Manager requested from all departments a budget that assumed a 10% cut from FY'04 appropriation levels. The departmental budgets were closely scrutinized in a series of budget hearings conducted by the Finance Committee. The final state aid figure was not so bleak and the drastic 10% cuts were not necessary, but the exercise of planning for the worst case resulted in a final budget that the Finance Committee felt confident was devoid of frills.

The FY'05 budget that was passed at the Annual Town Meeting necessitated spending down town reserves to close to the minimum recommended level and depleted the school department reserves, and the budget was not in balance until \$1,262,544 of certified free cash was applied at the fall Special Town Meeting. The Finance Committee recognizes that the use of non-recurring revenue to fund the operating budget is not sustainable over the long term and that the structural gap between spending and revenue levels needs to be closed sooner rather than later.

The Finance Committee supported the Town Manager's commitment to funding capital expenditures. The initial plan was to fund \$1,047,125 in capital; this was reduced by the time of the Annual Town Meeting to \$618,125. Subsequent to the Annual Town Meeting, the town received good news in the form of greater than expected revenue due to property revaluations and to one-time revenues from the state, and lower financing costs due to the refinancing of bonds. These funds provided an additional \$461,000 for capital spending and \$250,000 to cover shortfalls in the School Department's heat, utility, and technology budgets, and these expenditures were approved at the fall Special Town Meeting.

The Committee for Efficient Town Government issued its final report in June 2004. The Finance Committee encourages all town departments to review the findings and implement the recommendations as appropriate.

To navigate this difficult financial situation, Westford is fortunate to have the leadership provided by Town Manager Steve Ledoux, Finance Director Suzanne Marchand, School

Superintendent Steve Foster, and Assistant Superintendent Bill Olsen. Additionally, the year saw continued cooperation between the Board of Selectmen, the School Committee, and the Finance Committee. The Finance Committee views this high level of cooperation as a key to forming a budget plan for FY'06.

In June, the committee conducted its annual reorganization and elected Kelly Ross, Chair; Dave Murray, Vice Chair; and Harv Greenberg, Clerk. The committee saw the departure of members Liz Adams, Judy Culver, and David Keele, and welcomed new member Rich MacKenzie. We thank all four for their service to the town and encourage citizens interested in serving on the committee to contact the Town Moderator.

Respectfully submitted,
Kelly Ross
Chair

FINANCE DEPARTMENT

The Financial Statements for the Fiscal Year ended June 30, 2004 are herewith submitted.

The data represents a fair and accurate presentation in all material aspects of the Town's financial position and results of its operations.

The report is based on information recorded using the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue.

An audit of the Town's financial records by Melanson Health and Company, PC, Certified Public Accountants, has been completed and the results of that audit are available in my office for public inspection.

Respectfully submitted,
Suzanne C. Marchand
Finance Director/Treasurer

Alice M. Ferro
Town Accountant

BALANCE SHEET

JUNE 30, 2004

Cash and short-term investments

Cash and short-term investments	\$ 11,539,554	\$ 7,269,415	\$ 2,186,534	\$ 1,037,986	\$ 3,190,002	\$ 25,223,491
Investments	-	-	-	3,496,439	2,456,867	5,953,306
Receivables:						
Property taxes	758,350	-	-	-	-	758,350
Excises	235,442	-	-	-	-	235,442
Departmental and other	2,694	-	-	9,359	-	12,053
	<u>\$ 12,536,040</u>	<u>\$ 7,269,415</u>	<u>\$ 2,186,534</u>	<u>\$ 4,543,784</u>	<u>\$ 5,646,869</u>	<u>\$ 32,182,642</u>
TOTAL ASSETS						

LIABILITIES AND FUND BALANCES

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4 Liabilities:

Warrants payable	\$	3,310,868	\$	-	\$	-	\$	3,310,868
Deferred revenues		568,434		-		-	9,359	577,793
Tax refunds payable		2,530		-		-	-	2,530
Notes payable		-		-		-	-	18,344,000
Other liabilities		752,294		-		-	-	752,294
TOTAL LIABILITIES		4,634,126		-		-	9,359	22,987,485

TOTAL LIABILITIES

Fund Balances:

Reserved for:

[illegible]

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2004

	General Fund	Highway and Garage Project Fund	School Capital Project Fund	Community Preservation Act Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:						
Property taxes	\$ 45,108,188	\$ -	\$ -	\$ 1,010,454	\$ -	\$ 46,118,642
Excises	2,776,217	-	-	-	-	2,776,217
Penalties, interest and other taxes	525,977	-	-	-	-	525,977
Charges for services	-	-	-	-	-	-
Intergovernmental	17,218,251	-	-	924,436	2,654,721	2,654,721
Licenses and permits	777,228	-	-	-	2,656,994	20,799,681
Fines and forfeitures	35,462	-	-	-	-	777,228
Investment income	328,041	-	-	-	-	35,462
Miscellaneous	843,028	-	-	79,326	89,864	417,905
Total Revenues	<u>67,612,392</u>	<u>-</u>	<u>-</u>	<u>2,014,216</u>	<u>5,488,720</u>	<u>75,115,328</u>
Expenditures:						
Current:						
General government	3,036,039	-	-	65,966	281,840	3,383,845
Public safety	5,816,722	-	-	-	753,483	6,570,205
Education	36,876,216	-	6,815,675	-	3,902,618	47,594,509
Public works	4,447,747	2,680,053	-	-	606,346	7,734,146
Health and human services	624,092	-	-	-	68,845	692,937
Culture and recreation	1,527,114	-	-	-	417,570	1,944,684
Employee benefits	5,453,025	-	-	-	-	5,453,025
Miscellaneous	-	-	-	-	53,361	53,361
Debt service	10,903,988	-	-	-	-	10,903,988
Intergovernmental	230,482	-	-	-	-	230,482
Total Expenditures	<u>68,915,425</u>	<u>2,680,053</u>	<u>6,815,675</u>	<u>65,966</u>	<u>6,084,063</u>	<u>84,561,182</u>
Excess (deficiency) of revenues over expenditures	(1,303,033)	(2,680,053)	(6,815,675)	1,948,250	(595,343)	(9,445,854)
Other Financing Sources (Uses):						
Proceeds of bonds	-	10,000,000	1,400,000	-	100,000	11,500,000
Operating transfers in	2,296,408	-	-	-	-	2,296,408
Operating transfers out	(334,217)	-	-	-	(2,296,408)	(2,630,625)
Total Other Financing Sources (Uses)	<u>1,962,191</u>	<u>10,000,000</u>	<u>1,400,000</u>	<u>-</u>	<u>(2,196,408)</u>	<u>11,165,783</u>
Excess (deficiency) of revenues and other sources over expenditures and other uses	659,158	7,319,947	(5,415,675)	1,948,250	(2,791,751)	1,719,929
Fund Equity, at Beginning of Year, as restated	<u>7,242,756</u>	<u>(50,532)</u>	<u>(10,741,791)</u>	<u>2,586,175</u>	<u>8,438,620</u>	<u>7,475,228</u>
Fund Equity, at End of Year	<u>\$ 7,901,914</u>	<u>\$ 7,269,415</u>	<u>\$ (16,157,466)</u>	<u>\$ 4,534,425</u>	<u>\$ 5,646,869</u>	<u>\$ 9,195,157</u>

Finance Department

TOWN OF WESTFORD, MASSACHUSETTS

GENERAL FUND

STATEMENT OF REVENUES AND OTHER SOURCES, AND EXPENDITURES AND OTHER USES - BUDGET AND ACTUAL

FOR THE YEAR ENDED JUNE 30, 2004

	Budgeted Amounts			Variance with
	Original Budget	Final Budget	Actual Amounts	Final Budget Positive (Negative)
Revenues and Other Sources:				
Taxes	\$ 44,536,568	\$ 44,536,568	\$ 44,536,568	\$ -
Excise	2,700,000	2,700,000	2,776,217	76,217
Penalties, interest and other taxes	435,000	435,000	525,977	90,977
Intergovernmental	14,423,871	14,423,871	14,599,664	175,793
Licenses and permits	775,000	775,000	777,228	2,228
Fines and forfeits	20,000	20,000	35,462	15,462
Investment income	375,000	375,000	328,041	(46,959)
Miscellaneous	362,000	362,000	843,028	481,028
Transfers in	2,088,159	2,088,159	2,296,408	208,249
Use of free cash	3,474,881	3,977,381	3,977,381	-
Teacher deferral	67,018	67,018	67,018	-
Total Revenues and Other Sources	69,257,497	69,759,997	70,762,992	1,002,995
Expenditures and Other Uses:				
General government	3,304,157	3,449,461	3,168,909	280,552
Public safety	6,002,779	6,032,855	5,924,694	108,161
Education	35,175,788	35,201,588	34,386,139	815,449
Public works	4,390,793	4,390,793	4,231,348	159,445
Health and human services	719,710	721,030	621,925	99,105
Culture and recreation	1,555,347	1,555,347	1,519,950	35,397
Debt service	11,581,130	11,581,130	10,903,988	677,142
Intergovernmental	238,219	238,219	230,482	7,737
Employee benefits	5,311,963	5,611,963	5,211,725	400,238
Transfers out	334,217	334,217	334,217	-
Other uses-teacher deferral	134,038	134,038	134,038	-
Other uses - other deficits	206,497	206,497	206,497	-
Other uses-snow and ice deficit	302,859	302,859	302,859	-
Total Expenditures and Other Uses	69,257,497	69,759,997	67,176,771	2,583,226
Excess (deficiency) of revenues and other sources over expenditures and other uses	\$ -	\$ -	\$ 3,586,221	\$ 3,586,221

TOWN OF WESTFORD
FY 2004 Budget Basis - General Fund

DEPARTMENT/Purpose	FY 2003 Encumbered Carried Fwd	A.T.M. 5/03 Budget	A.T.M. 05/03 Art/Transf	S.T.M. 11/03 S.T.M. 05/04 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2004 Encumbered Carried Fwd	Closed to Fund Balance
122 SELECTMEN Expenses	127.80	13,000.00	-	-	-	-	11,323.31	-	1,804.49
123 TOWN MANAGER Personal Services Expenses Capital	- 4,631.24 150,000.00	214,218.00 82,900.00 -	- - -	- 5,000.00 -	8,658.35 - -	- 15,000.00 -	222,827.82 47,071.77 -	- 15,500.00 150,000.00	48.53 44,959.47 -
131 FINANCE COMMITTEE Expenses Reserve Fund	220.00 -	9,754.00 192,000.00	- -	- -	- -	- (126,446.00)	7,027.35 -	- -	2,946.65 65,554.00
132 FINANCE DIRECTOR Personal Services Expenses	- 7,500.00	162,389.00 41,020.00	- -	- -	3,951.78 -	- 11,450.00	152,119.34 51,398.49	- 7,000.00	14,221.44 1,571.51
133 TOWN ACCOUNTANT Personal Services Expenses	- 20,027.55	157,350.00 22,427.00	- -	- -	3,834.89 -	- -	160,385.11 8,923.02	- 20,131.64	799.78 13,399.89
141 ASSESSORS Personal Services Expenses	- 18,079.05	198,742.00 25,000.00	- -	- -	1,768.42 -	- 30,000.00	177,598.67 69,329.39	- 3,427.88	22,911.75 321.78
145 TAX COLLECTOR Personal Services Expenses	- -	136,587.00 66,025.00	- -	- -	2,888.44 -	- -	139,248.24 64,978.87	- -	227.20 1,046.13
151 LEGAL SERVICES Expenses	37,018.57	120,000.00	-	160,000.00	-	-	261,605.78	450.00	54,962.79
152 HUMAN RESOURCES Personal Services Expenses	- 2,791.71	171,165.00 260,334.00	- -	- -	3,116.60 (124,887.86)	- 3,100.00	173,220.32 14,867.22	- 125,912.14	1,061.28 558.49
155 TECHNOLOGY Personal Services Expenses Capital	- 56,892.00 209,875.74	144,172.00 673,830.00 -	- -	46,200.00 -	3,535.12 -	- -	184,561.17 707,341.56 73,339.50	- 10,923.83 283,856.24	9,345.95 12,456.61 -
161 TOWN CLERK Personal Services Expenses Capital	- 7,433.03 4,000.00	130,919.00 25,290.00 -	- -	- 4,100.00	1,575.00 -	- -	115,985.43 22,891.32 8,096.00	- 2,987.55 -	16,508.57 6,844.16 4.00

DEPARTMENT/Purpose	FY 2003		A.T.M. 5/03 Budget	A.T.M. 05/03 Art/Transf	S.T.M. 11/03 Art/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2004		Closed to Fund Balance
	Encumbered Carried Fwd								Encumbered Carried Fwd		
170 PERMITTING											
Personal Services	-	41,930.00	-	-	10,000.00	-	-	44,126.66	7,195.00	608.34	
Expenses	325.00	8,500.00	-	-	-	-	-	7,344.18	1,391.76	89.06	
171 CONSERVATION COMMISSION											
Personal Services	-	62,157.00	-	-	-	-	-	62,157.00	-	-	
Expenses	3,599.75	12,250.00	-	-	-	-	-	12,969.26	625.00	2,255.49	
174 PLANNING BOARD											
Personal Services	-	40,000.00	-	-	-	-	-	45,446.70	-	-	
Expenses	68.75	17,945.00	-	-	-	-	-	4,765.97	11,345.72	1,902.06	
176 ZONING BD OF APPEALS											
Expenses	-	4,400.00	-	-	-	-	-	3,264.12	-	1,135.88	
192 TOWN HALL											
Personal Services	-	32,148.00	-	-	2,500.00	-	-	34,233.30	-	414.70	
Expenses	288.21	115,200.00	-	-	40,334.85	-	9,700.00	134,236.90	15,000.00	16,286.16	
GENERAL GOVERNMENT	522,878.40	3,181,652.00	151,420.00	264,034.85	(90,112.56)	(57,196.00)	3,022,883.77	655,746.76		294,246.16	
210 POLICE											
Personal Services	-	3,135,322.00	-	-	-	-	-	2,919,315.88	158,871.82	61,912.53	
Expenses	5,043.53	294,011.00	-	-	-	-	13,000.00	310,780.24	660.00	614.29	
Capital	-	-	162,855.00	-	-	-	-	162,855.00	-	-	
220 FIRE											
Personal Services	-	1,787,559.00	-	-	-	-	-	1,848,943.01	-	-	
Expenses	4,080.00	164,111.00	-	-	-	-	17,076.00	185,113.43	-	153.57	
Capital	24,000.00	-	-	-	-	-	-	23,153.14	-	846.86	
241 BUILDING DEPARTMENT											
Personal Services	-	249,418.00	-	-	-	-	-	241,209.60	1,800.00	8,385.48	
Expenses	17,054.50	18,300.00	-	-	-	-	-	31,549.60	803.85	3,001.05	
244 SEALER WEIGHTS & MEASURES											
Personal Services	-	-	-	-	-	-	-	-	-	-	
Expenses	-	3,000.00	-	-	-	-	-	3,000.00	-	-	
291 EMERGENCY MGMT											
Personal Services	-	2,000.00	-	-	-	-	-	2,000.00	-	-	
Expenses	-	4,995.00	-	-	-	-	-	4,991.93	-	3.07	

DEPARTMENT/Purpose	FY 2003		A.T.M. 5/03 Budget	A.T.M. 05/03 Act/Transf	S.T.M. 11/03 Act/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2004		Closed to Fund Balance
	Encumbered Carried Fwd	Encumbered Carried Fwd									
292 ANIMAL CONTROL	-	-	111,550.00	-	-	830.00	-	95,967.19	-	-	16,412.81
Personal Services	1,954.52	-	11,196.00	-	-	-	-	11,458.27	54.07	-	1,638.18
Expenses	-	-	(52,000.00)	-	-	-	-	(45,500.00)	-	-	(6,500.00)
Offset	-	-	-	-	-	-	-	-	-	-	-
294 TREE WARDEN	-	-	2,000.00	-	-	-	-	2,000.00	-	-	-
Personal Services	2,085.00	-	39,492.00	-	-	-	-	19,884.59	-	-	21,692.41
Expenses	54,217.55	-	5,770,954.00	162,855.00	-	68,969.32	30,076.00	5,816,721.88	162,189.74	-	108,160.25
PUBLIC SAFETY	-	-	-	-	-	-	-	-	-	-	-
305 WESTFORD PUBLIC SCHOOLS	4,832.89	-	34,625,358.00	-	-	-	-	33,707,198.83	107,543.13	-	815,448.93
Capital	-	-	-	90,000.00	-	-	25,800.00	90,000.00	25,800.00	-	-
310 NASHOBA VALLEY TECH	-	-	647,143.00	-	(186,713.00)	-	-	460,430.00	-	-	-
EDUCATION	4,832.89	-	35,272,501.00	90,000.00	(186,713.00)	-	25,800.00	34,257,628.83	133,343.13	-	815,448.93
421 HIGHWAY	-	-	1,194,355.00	-	-	3,592.14	-	1,100,315.95	-	-	97,631.19
Personal Services	155,584.41	-	618,700.00	-	-	-	-	773,900.82	358.23	-	25.36
Expenses	105,681.22	-	-	200,000.00	-	-	-	278,300.84	27,256.38	-	124.00
Capital	-	-	-	-	-	-	-	-	-	-	-
423 SNOW & ICE	-	-	76,000.00	-	-	-	-	153,816.73	-	-	(77,816.73)
Personal Services	-	-	274,345.00	-	-	-	-	308,095.71	-	-	(33,750.71)
Expenses	-	-	-	-	-	-	-	-	-	-	-
427 STORMWATER MGMT	-	-	75,000.00	-	-	-	-	74,913.71	-	-	86.29
Personal Services	-	-	-	-	-	-	-	-	-	-	-
Expenses	-	-	-	-	-	-	-	-	-	-	-
431 SOLD WASTE/RECYCLING	11,583.33	-	1,900,760.00	-	28,440.00	-	-	1,749,378.93	35,000.00	-	156,404.40
Expenses	143,300.00	-	-	-	-	-	-	-	143,300.00	-	-
Capital	-	-	-	-	-	-	-	-	-	-	-
491 CEMETERY	7,297.00	-	19,600.00	-	-	-	-	14,427.29	7,742.00	-	4,727.71
Expenses	6,609.24	-	-	-	-	-	-	6,180.57	-	-	428.67
Capital	-	-	-	-	-	-	-	-	-	-	-
PUBLIC WORKS	430,055.20	-	4,158,760.00	200,000.00	28,440.00	3,592.14	-	4,459,330.55	213,656.61	-	147,860.18

DEPARTMENT/Purpose	FY 2003 Encumbered Carried Fwd	A.T.M. 5/03 Budget	A.T.M. 05/03 Avl/Transf	S.T.M. 11/03 Avl/Transf	Comp Reserve	Reserve Fd Transfers	Expended	FY2004 Encumbered Carried Fwd	Closed to Fund Balance
510 BOH/ENVIRONMENTAL Personal Services Expenses	- 911.49	174,953.00 41,400.00	- -	- -	815.12 -	- -	140,906.10 36,907.81	- 5,782.38	34,862.02 (378.70)
519 ANIMAL INSPECTION Personal Services	-	3,060.00	-	-	-	-	3,060.00	-	-
523 BOH/PUBLIC HEALTH Personal Services Expenses	- -	98,913.00 8,100.00	- -	- -	2,501.19 -	- -	101,659.72 6,382.34	- -	(245.53) 1,717.66
539 ADULT SUPPORTIVE DAY Personal Services Expenses Offset	- - -	59,972.00 6,250.00 (23,000.00)	- - -	1,500.00 - -	719.01 - -	- - -	57,103.13 5,439.32 (23,000.00)	- 810.68 -	- 5,087.88 -
540 SENIOR CENTER Personal Services Expenses Capital	- 1,778.39 8,858.00	54,411.00 45,412.00 -	- -	- 650.00 -	572.65 -	1,320.00 -	48,120.19 43,285.10 6,203.41	- 713.68 2,654.59	8,183.46 3,841.61 -
541 COUNCIL ON AGING Personal Services Expenses Capital	- 1,111.94 30,000.00	160,035.00 48,298.00 -	- -	(7,150.00) -	4,296.90 -	- -	147,422.91 40,893.63 1,306.00	- 1,837.66 28,694.00	9,758.99 6,678.65 -
542 VETERANS SERVICES Personal Services Expenses Capital	- -	11,000.00 27,000.00 -	- -	- -	- -	- -	3,475.00 6,699.63 -	- -	7,525.00 20,300.37 97,331.41
HUMAN SERVICES	42,659.82	715,804.00	-	(5,000.00)	8,904.87	1,320.00	625,864.29	40,492.99	-
610 LIBRARY Personal Services Expenses Capital	- 4,198.96 33,151.79	891,744.00 280,081.00 -	- -	- -	7,292.23 -	- -	880,214.32 283,429.63 286.90	- 783.41 32,864.89	18,821.91 66.92 -
630 RECREATION Personal Services Expenses Capital	- 10,000.00 65,055.00	153,846.00 22,833.00 -	- -	- -	1,354.00 -	- -	155,199.26 17,709.17 9,505.00	- 10,923.00 55,550.00	0.74 4,200.83 -
650 PARKS-GROUNDS BLDG MAINT Personal Services Expenses Offset	- - -	183,046.00 32,042.00 (32,042.00)	- -	- -	- -	- -	183,046.00 32,042.00 (32,042.00)	- -	- -

Page 5 of 5									
DEPARTMENT/Purpose		FY 2003		FY 2004		FY 2005		FY 2006	
		Encumbered	A.T.M. 5/03	A.T.M. 05/03	S.T.M. 11/03	Comp	Reserve Fd	Encumbered	Closed to
		Carried Fwd	Budget	Art/Transf	Art/Transf	Reserve	Transfers	Carried Fwd	Fund Balance
670 HISTORICAL COMMISSION									
Expenses		1,168.66	12,250.00	-	-	-	-	6,289.00	0.06
673 ROUDENBUSH COMM CTR									
Personal Services		-	57,680.00	-	-	-	-	-	11,351.87
Offset		-	(57,680.00)	-	-	-	-	-	-
692 CELEBRATIONS									
Expenses		-	2,900.00	-	-	-	-	-	954.44
693 CULTURAL COUNCIL									
Expenses		-	-	-	-	-	-	-	-
CULTURE & RECREATION		113,574.41	1,546,700.00	-	-	8,646.23	-	106,410.30	35,396.77
710 DEBT SERVICE									
Expenses		-	11,581,130.00	-	-	-	-	-	677,141.45
DEBT SERVICE		-	11,581,130.00	-	-	-	-	-	677,141.45
911 UNCLASSIFIED									
Group Health		-	3,000,000.00	-	300,000.00	-	-	-	1,592.63
945 GEN LIABILITY INSURANCE									
		-	2,301,629.00	-	10,000.00	-	-	58,700.00	98,311.81
NON-DEPARTMENTAL		-	5,301,629.00	-	310,000.00	-	-	58,700.00	99,904.44
OPERATING BUDGETS		1,168,218.27	67,529,130.00	604,275.00	410,761.85	(0.00)	-	1,370,539.53	2,275,489.59

TOWN OF WESTFORD
FY 2004 Budget Basis - Water Enterprise Fund

DEPARTMENT/Purpose	FY 2003		A.T.M. 5/03		A.T.M. 05/03		S.T.M. 11/03		Comp		Reserve Fd		FY2004		Closed to	
	Encumbered	Carried Fwd	Budget	Ar'd/Transf	Ar'd/Transf	Ar'd/Transf	Ar'd/Transf	Ar'd/Transf	Reserve	Transfers	Expended	Encumbered	Carried Fwd	Encumbered	Carried Fwd	Fund Balance
OPERATING: Personal Services Expenses	-	-	832,743.00	-	-	-	-	-	-	-	792,192.01	-	-	-	40,550.99	
	26,094.10	-	1,410,464.00	-	-	-	-	-	-	-	1,106,541.11	77.94	-	77.94	329,939.05	
	26,094.10	-	2,243,207.00	-	-	-	-	-	-	-	1,898,733.12	77.94	-	77.94	370,490.04	
CAPITAL:	489,197.42	-	801,612.00	-	-	-	-	-	-	-	823,447.46	611,920.65	-	611,920.65	355,441.31	
	489,197.42	-	801,612.00	-	-	-	-	-	-	-	823,447.46	611,920.65	-	611,920.65	355,441.31	
	515,291.52	-	3,044,819.00	-	-	-	-	-	-	-	2,722,180.58	611,998.59	-	611,998.59	725,931.35	
TOTAL																

TOWN OF WESTFORD
FY 2004 Budget Basis - Ambulance Enterprise Fund

DEPARTMENT/Purpose	FY 2003		A.T.M. 5/03		A.T.M. 05/03		S.T.M. 11/03		Comp		Reserve Fd		FY2004		Closed to	
	Encumbered	Carried Fwd	Budget	Ar'd/Transf	Ar'd/Transf	Ar'd/Transf	Ar'd/Transf	Ar'd/Transf	Reserve	Transfers	Expended	Encumbered	Carried Fwd	Encumbered	Carried Fwd	Fund Balance
OPERATING: Personal Services Expenses	-	-	461,735.00	-	-	-	-	-	-	-	465,055.80	-	-	-	(3,320.80)	
	-	-	222,482.00	-	-	-	-	-	-	-	244,109.98	-	-	-	(21,627.98)	
	-	-	684,217.00	-	-	-	-	-	-	-	709,165.78	-	-	-	(24,948.78)	
CAPITAL:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL																
GRAND TOTAL ALL FUNDS	1,683,509.79	-	71,258,166.00	604,275.00	910,761.85	-	-	-	-	-	69,497,702.36	1,982,538.12	-	1,982,538.12	2,976,472.16	

TOWN OF WESTFORD **Special Revenue Funds - FY 2004**

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Balance

June 30, 2004

Transfers
In/(Out)

Expenditures

Receipts

Balance
July 1, 2003**Fund 250 Town Grants**

250-34022	NMCOG-MassGIS-State	-	15,359.98	-	-	15,359.98
250-34025	Conservation Open Space-State	-	10,000.00	10,000.00	-	-
250-34060	Elders Affairs-State	-	10,747.00	10,697.00	-	50.00
250-34063	Lowell Reg Trans Auth Van-Reim	-	33,137.59	39,766.51	-	(6,628.92)
250-34070	Comm Emerg Resp/Fire-State	-	1,000.00	-	-	1,000.00
250-34080	Arts Council-State	4,618.66	2,440.00	2,779.35	-	4,279.31
250-34130	Tobacco Grant-State	37,545.88	-	11,014.50	-	26,531.38
250-34145	Documentary Heritage	0.84	-	0.84	-	-
250-34156	Library Ligmeg-State	70,801.38	19,004.24	16,281.48	-	73,524.14
250-34163	Bullet Proof Vests	5,375.00	-	5,375.00	-	-
250-34165	Police Federal Narcotic	-	204.41	204.41	-	-
250-34178	S.A.F.E. Grant-State	1,414.94	1,400.00	1,113.25	-	1,701.69
250-34185	Septic	9,142.50	-	-	-	9,142.50
250-34187	MRIP EPA Recycling	7,169.69	-	7,169.69	-	-
250-34191	Skin Cancer Grant	369.24	-	161.92	-	207.32
250-34193	Cops Sch Resource Officer-Fed	-	13,496.00	13,496.00	-	-
250-34198	DEP-Integrated Pest Mgmt-Fed	-	8,027.71	10,688.69	-	(2,660.98)
250-34200	Fire-MEMA Disaster Exer St- Reim	-	525.49	525.49	-	-
250-34201	Fire-EOP All Hazards-Fed Reim	-	4,996.95	4,996.95	-	-
250-34202	Fire FEMA Assistance-Fed	3,239.00	-	3,239.00	-	-
250-34203	Community Policing FY03-State	24,967.53	-	24,967.53	-	-
250-34204	Community Policing FY04-State	-	36,243.00	16,694.17	-	19,548.83
250-34300	Tennis in the Park-Recreation	-	2,500.00	-	-	2,500.00
250-34460	Police Gov Hwy Safety-State	(773.10)	1,686.18	913.08	-	-
250-34490	BOH-Medical Reserve-Fed Reim	-	12,555.99	25,336.16	-	(12,780.17)
250-34500	BOH- Emerg Prep Coalition-Fed	-	177,025.00	120,654.06	-	56,370.94
250-34985	Reg Recreation Trail	6,440.85	-	2,206.25	-	4,234.60
		170,312.41	350,349.54	328,281.33	-	192,380.62

Fund 260 School Grants

260-34131	Essential School Health	-	46,994.00	46,994.00	-	-
260-34161	Early Childhood/SPED	1,531.03	20,582.00	22,316.13	-	(203.10)
260-34216	School Mental Health DOE#216	(75.00)	3,500.00	3,425.00	-	-
260-34247	Project Focus DOE 247	3,000.00	-	3,000.00	-	-
260-34291	Early Chlhd Training DOE#291	98.00	-	98.00	-	-
260-34304	ReedBrk Living Lab Sch Cultural	-	10,883.00	13,604.00	-	(2,721.00)
260-34305	Title I -DOE #305	-	150,044.00	93,165.79	-	56,878.21
260-34402	Title VI -DOE #302	48.43	11,754.00	8,765.02	-	3,037.41
260-34404	Circuit Breaker SPED DOE#520	-	42,030.00	-	-	42,030.00
260-34410	Teacher Quality DOE#140	32,152.36	102,426.00	69,140.49	-	65,437.87
260-34538	Juvenile Delinquency	525.00	-	525.00	-	-
260-34541	Early Intervention Literacy	818.47	-	818.47	-	-
260-34561	Academic Support Services	8,417.04	5,200.00	13,617.04	-	-
260-34610	Enchance Ed thru Technology	135.45	6,906.00	7,041.45	-	-
260-34650	Safe & Drug Free Schools	124.18	15,194.00	15,136.65	-	181.53
260-34730	P.L. 94-142 Main	(79,248.96)	728,846.00	527,602.61	-	121,994.43
260-34740	High Enrollment Growth	290,850.00	200,000.00	577,486.72	86,636.72	-
260-34850	Integrated Preschool	25,138.72	28,963.00	32,594.76	-	21,506.96
260-34890	School Choice	533,587.38	35,119.00	547,381.39	-	21,324.99
260-34961	SPED Profess Devel	(13,479.89)	63,175.00	36,056.77	-	13,638.34
260-34972	Presidential Award	6,694.95	-	3,340.08	-	3,354.87
260-34982	School Foundation	86,636.72	-	-	(86,636.72)	-
		896,953.88	831,471,616.00	2,022,109.37	-	346,460.51

TOWN OF WESTFORD **Special Revenue Funds - FY 2004**

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	Balance July 1, 2003	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2004
Fund 270 Gift/Revolving					
270-33015 Insurance Recovery-School*	-	32,108.96	10,363.00	317.14	22,063.10
270-33016 Insurance Recovery-Lightning*	-	21,551.22	19,743.91	1,046.36	2,853.67
270-33017 Insurance Recovery-Library*	-	-	-	110.00	110.00
270-33018 Insurance Recovery-Police*	-	24,216.54	23,253.66	-	962.88
270-35400 Affordable Hsing Gift	20,000.00	-	20,000.00	-	-
270-35403 Nashoba View /225 Planning	81,360.46	-	81,360.46	-	-
270-35410 BOH-Health Fair Gift	7.64	-	-	-	7.64
270-35411 BOH-AED Defibrilator Gift	-	100.00	-	-	100.00
270-35415 BOH-Westford Against Sub Abuse	-	2,500.00	-	-	2,500.00
270-35420 BOH-Dental Gift	-	7,000.00	6,988.29	-	11.71
270-35440 Historic Comm Gift	200.00	2,500.00	2,500.00	-	200.00
270-35445 Veteran's Gift	-	1,000.00	-	-	1,000.00
270-35450 Fletcher Library Sunday Hrs Gift	7,000.00	-	-	-	7,000.00
270-35470 Mass Electric/Conservation Gift	50,000.00	-	12,000.00	-	38,000.00
270-35580 Sch Extended Day-Elem	-	151,438.96	107,554.94	-	43,884.02
270-35590 Sch Extended Day-Middle	-	28,770.00	28,770.00	-	-
270-35600 Drug Investigation	53,201.34	6,263.69	3,302.50	-	56,162.53
270-35604 Cemetery-Amer Legion Gift	500.00	-	-	-	500.00
270-35605 Fire Outside Detail	(6,489.48)	22,581.52	20,735.02	-	(4,642.98)
270-35607 School Art Enrichment Donation	892.00	-	500.00	-	392.00
270-35608 School Inventor's Fair Donation	718.09	550.00	1,268.09	-	0.00
270-35610 Police Outside Details	(171,870.39)	577,589.94	482,127.23	-	(76,407.68)
270-35620 School Outside Details	38,986.51	61,194.76	54,563.31	-	45,617.96
270-35624 Miller School Library Gift	-	2,000.00	1,917.06	-	82.94
270-35625 School Reed Living Lab Donation	3,864.06	6,942.88	4,482.43	-	6,324.51
270-35626 School Library Donation-Mae Fry	-	2,350.00	2,350.00	-	-
270-35627 Sch Dunkin Donuts Projectors Gift	-	4,000.00	4,000.00	-	-
270-35628 Fdtn Mortgage Sch Gift	700.00	-	-	-	700.00
270-35629 WA Trustees Sch Gift	-	9,310.00	9,310.00	-	-
270-35630 School Athletic Revolving	100,240.78	237,298.82	243,099.76	-	94,439.84
270-35640 School Lost Books	6,740.10	12,487.67	1,956.67	-	17,271.10
270-35648 Recre-Field Maint Revol 53E1/2	35,155.68	39,597.34	61,707.52	-	13,045.50
270-35650 Recreation Revolving 53 D	120,504.45	155,260.22	252,469.13	-	23,295.54
270-35652 Jack Walsh Field Gift	3,642.40	-	-	-	3,642.40
270-35653 Recreation Programs 53E1/2	-	96,154.25	15,690.14	-	80,464.11
270-35654 Recreation Donation	19,000.00	-	-	-	19,000.00
270-35655 Recreation Edward Plygrd Gift	50.00	-	-	-	50.00
270-35660 Consulting Fees	11,334.56	-	-	-	11,334.56
270-35661 Extended Polling Hours	-	2,022.00	2,022.00	-	-
270-35670 Cultural Council Gift	2,637.00	-	-	-	2,637.00
270-35710 Library Memorial Book Fee	15,629.27	33,217.52	28,738.31	-	20,108.48
270-35720 H.S. Activity Fees	7,187.97	30,387.00	31,387.00	-	6,187.97
270-35730 School Building Usage Fee	87,971.20	101,405.38	77,580.41	-	111,796.17
270-35760 Recycling Revolving	4,099.26	9,743.58	9,798.56	-	4,044.28
270-35775 Scholarship Fund-Twn Tax Prg	8,358.95	505.71	-	-	8,864.66
270-35776 Arts & Technology-Twn Tax Prog	2,497.51	362.10	-	-	2,859.61
270-35780 ZBA Permits	6,442.52	-	-	-	6,442.52
270-35792 Elder & Disabled Tax	13,876.21	13,044.77	9,000.00	-	17,920.98
270-35793 Adult Supportive Day Care	41,104.33	27,746.70	24,896.50	-	43,954.53
270-35999 School	6,440.60	10,609.40	-	-	17,050.00
270-35794 PWED	20,000.00	-	6,507.01	-	13,492.99
	591,983.02	841,733,810.93	1,661,942.91	1,473.50	665,324.54

TOWN OF WESTFORD
Special Revenue Funds - FY 2004

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	Balance July 1, 2003	Receipts	Expenditures	Transfers In/(Out)	Balance June 30, 2004
Fund 280 Receipts Reserved					
280-33000 Cemetery Sale of Lots	36,050.43	24,049.50	650.00		59,449.93
280-33010 Library Aid	10,808.31		10,808.31	-	-
280-33015 Insurance Recovery-School*	317.14		-	(317.14)	- *
280-33016 Insurance Recovery-Lightning*	1,046.36		-	(1,046.36)	- *
280-33017 Insurance Recovery-Library*	110.00	-	-	(110.00)	- *
280-33018 Insurance Recovery-Police*	-	-	-	-	- *
280-33020 Care & Mgmt of Dogs	294.49	-	294.49	-	-
280-33830 Conservation Wetlands Project	20,115.60	7,091.28	3,555.78	(8,000.00)	15,651.10
	<u>68,742.33</u>	<u>31,140.78</u>	<u>15,308.58</u>	<u>(9,473.50)</u>	<u>75,101.03</u>
220-00000 School Lunch	278,999.25	1,232,416.43	1,311,255.97		200,159.71
290-00000 Community Preservation	2,586,175.04	2,014,216.57	65,966.36		4,534,425.25
295-00000 Title V	9,766.25	21,323.52	-		31,089.77
	<u>2,874,940.54</u>	<u>3,267,956.52</u>	<u>1,377,222.33</u>	<u>-</u>	<u>4,765,674.73</u>
TOTALS	<u>4,602,932.18</u>	<u>6,854,873.77</u>	<u>5,404,864.52</u>	<u>(8,000.00)</u>	<u>6,044,941.43</u>

* Reclassified Insurance Recovery
under \$20,000 to Special Rev Fd
per Department of Revenue

TOWN OF WESTFORD
Capital Projects Funds - FY 2004

Town Fund 310		FY 2003	Revenue		Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Appropriation	General Fund
32415	Sidewalk Acct/Planning	38,000.00	-	-	38,000.00	0.00
32441	Linwood Lane	97.38	-	-	0.00	97.38
32442	Cemetery Development Fund	1,856.24	-	-	1,856.24	0.00
32520	Cameron Restoration	2,148.26	-	-	2,148.26	0.00
32530	Roof Snow Fences	6,000.00	-	-	0.00	6,000.00
32550	Transfer Station	172.85	-	-	0.00	172.85
32570	Gas Clean Up (Town Cap)	659.42	-	-	0.00	659.42
32572	Town Hall Police Fire Lot	29,821.98	-	-	29,821.98	0.00
32573	Design New Police Station'	196.64	-	-	196.64	0.00
32574	Police Station Construction	54,746.60	-	-	54,746.60	0.00
32576	New Fire Station	162,118.04	-	29,803.42	132,314.62	0.00
32582	Recreational and Athletic	1,764.39	-	-	1,764.39	0.00
32584	NESWC Reserve	470,961.03	-	470,961.03	0.00	0.00
32586	Paint Town Hall/Cameron	1,804.30	-	-	1,804.30	0.00
32587	Highway Salt Shed	950.32	-	-	0.00	950.32
32700	Oak Rd Betterment 11/02 #4	36,095.29	-	16,828.06	19,267.23	0.00
32702	Camp Street Betterment 11/02 #5	24,245.30	-	5,587.50	18,657.80	0.00
32708	Brookside Dam Repair 5/03 #13	-	100,000.00	83,293.31	16,706.69	0.00
34901	Premium On Bans	-	-	-	-	0.00
35282	Graniteville Restoration	2,041.06	-	130.00	1,911.06	0.00
35283	Library Concrete Pad	5,500.00	-	-	0.00	5,500.00
35291	Stoney Brook Ctr Master Pln	3,506.28	-	-	3,506.28	0.00
35294	Hwy A&E A09S111300	(45,108.16)	-	80,606.88	(125,715.04)	0.00
35295	Hwy Garage STM 11/00 Art7	1,000.00	-	-	1,000.00	0.00
35296	Hwy Garage Const 5/01 #12	(6,424.44)	10,000,000.00	2,599,445.85	7,394,129.71	0.00
Total Town Capital		792,152.78	10,100,000.00	3,286,656.05	7,592,116.76	13,379.97

School Fund 320		FY 2003	Revenue		Continued	Close to
Org/Obj	Description	Balance Fwd	Bans/Bonds	Expended	Appropriation	General Fund
32550	K-5 Needs A&E 12/99 Art# 7	(11,953,636.89)	-	-	(11,953,636.89)	0.00
32551	K-8 Needs/Renova 5/99 Art# 12	(3,090,055.33)	-	-	(3,090,055.33)	0.00
32552	Modular School Buildings	71,566.95	-	-	71,566.95	0.00
32601	Middle Sch A&E 5/00 Art# 14	(1,527,447.40)	-	-	(1,527,447.40)	0.00
32690	Abbot Parking Lot	(792.00)	-	-	(792.00)	0.00
32695	Abbot Septic 11/01 Art# 5	44,635.79	400,000.00	419,528.94	25,106.85	0.00
32701	Sch Bldg Repair 5/02 Art# 18	(157,030.67)	1,000,000.00	842,969.33	-	0.00
32709	All Weather Track	(4,390.00)	-	-	(4,390.00)	0.00
32713	Westford Academy Construction	47,339.54	-	9,882.28	37,457.26	0.00
32715	Day School Sewer	28,420.00	-	-	28,420.00	0.00
32717	PBC Nab Construction	20,646.10	-	-	20,646.10	0.00
32723	Fire Alarm System-Day	2,677.72	-	-	2,677.72	0.00
32727	Site Fac A&E 11/98 Art# 8	(2,608.79)	-	-	(2,608.79)	0.00
32728	K-5 Const 5/00 Art# 13	2,500,193.79	-	337,827.50	2,162,366.29	0.00
32729	6-8 Const 11/00 Art# 20	3,278,690.44	-	5,205,467.51	(1,926,777.07)	0.00
34901	Premium on Bans	-	-	-	-	0.00
Total School Capital		(10,741,790.75)	1,400,000.00	6,815,675.56	(16,157,466.31)	0.00
						18,344,000.00 School BAN

Fund 230	Balance July 1, 2003	Receipts	Expenditures	Transfers	Balance June 30, 2004
Highway Chapter 90	(50,753.12)	618,934.17	558,119.10	-	10,061.95

TOWN OF WESTFORD
Trust Fund Activity
Fiscal Year 2004

	Fund Balance July 1, 2003	Receipts	Investment Income	Expenditures	Transfers In/(Out)	Balance June 30, 2004
Expendable Trusts:						
710 Cemetery Perpetual Care	11,260.06	2,820.00	5,899.67	9,449.99	-	10,529.74
Charles Colburn Cem	2,814.49	-	106.90	-	-	2,921.39
William Wright Cem	2,101.64	-	211.22	-	-	2,312.86
Lyman Wilkins Cem	4,025.28	-	134.71	-	-	4,159.99
J.H. Fletcher Cem	2,013.55	-	87.44	-	-	2,100.99
Alonzo Reed Cem	5,644.96	-	177.01	-	-	5,821.97
Metcalf & Soldiers	7,718.98	-	223.43	-	-	7,942.41
Library Book Fund	3,543.91	-	407.72	100.00	-	3,851.63
Library Lecture Fund	1,243.23	-	772.58	1,200.00	-	815.81
Library All Purpose	830.54	175.36	443.21	1,057.36	-	391.75
Library Trustee	4,405.39	81.00	1,526.50	1,737.73	-	4,275.16
J.V. Fletcher Library	142,370.22	1,908.25	3,513.45	4,793.53	-	142,998.39
Ellen Rainville Educ	240.98	-	376.96	513.54	-	104.40
Whitney Shade Tree	12,251.22	-	365.43	-	-	12,616.65
Whitney Playground	26,329.71	-	900.00	-	-	27,229.71
Conservation Fund	108,227.69	10,000.00	2,548.84	11,749.44	-	109,027.09
Undesig F/B	(3,566.09)	-	-	(3,566.09)	-	-
	331,455.76	14,984.61	17,695.07	27,035.50	-	337,099.94
Non-Expendable Trusts:						
700 Cemetery Perpetual Care	230,344.50	-	-	-	-	230,344.50
Charles Colburn Cem	1,500.00	-	-	-	-	1,500.00
William Wright Cem	5,000.00	-	-	-	-	5,000.00
Lyman Wilkins Cem	1,413.11	-	-	-	-	1,413.11
J.H. Fletcher Cem	1,500.00	-	-	-	-	1,500.00
Alonzo Reed Cem	1,500.00	-	-	-	-	1,500.00
Metcalf & Soldiers	1,300.00	-	-	-	-	1,300.00
Library Book Fund	13,000.00	-	-	-	-	13,000.00
Library Lecture Fund	30,000.00	-	-	-	-	30,000.00
Library All Purpose	17,347.58	-	-	-	-	17,347.58
Library Trustee	58,354.35	-	-	-	-	58,354.35
J.V. Fletcher Library	-	-	-	-	-	-
Ellen Rainville Educ	15,000.00	2,000.00	-	-	-	17,000.00
Whitney Shade Tree	2,500.00	-	-	-	-	2,500.00
Whitney Education	10,000.00	-	-	-	-	10,000.00
E Vance Library Stock	18,924.44	2,279.79	-	-	-	21,204.23
	407,683.98	4,279.79	-	-	-	411,963.77
730 Stabilization Fund	4,604,207.50	-	70,503.99	-	(1,609,198.42)	3,065,513.07

TOWN OF WESTFORD						
STATEMENT OF INDEBTEDNESS						
FY 2004						
Long Term Debt	Inside the Debt Limit	Outstanding July 1, 2003	+ New Debt Issued	- Retirements	=Outstanding June 30, 2004	Interest Paid in FY04
Buildings		4,875,000.00	10,000,000.00	770,000.00	14,105,000.00	208,837.92
Departmental Equip.		815,000.00	0.00	470,000.00	345,000.00	50,756.25
School Buildings		45,695,000.00	1,000,000.00	1,550,000.00	45,145,000.00	2,290,399.39
School-All Other		3,140,000.00	0.00	535,000.00	2,605,000.00	70,487.50
Sewer		1,068,925.00	0.00	0.00	1,068,925.00	0.00
Solid Waste					0.00	0.00
Other Inside		2,261,666.00	500,000.00	409,080.44	2,352,585.56	120,209.56
SUB-TOTAL Inside		57,855,591.00	11,500,000.00	3,734,080.44	65,621,510.56	2,740,690.62
Long Term Debt	Outside the Debt Limit	Outstanding July 1, 2003	+ New Debt Issued	- Retirements	=Outstanding June 30, 2004	Interest Paid in FY04
Airport					0.00	0.00
Gas/Electric Utility					0.00	0.00
Hospital					0.00	0.00
School Buildings		32,290,000.00	0.00	2,400,000.00	29,890,000.00	1,719,547.50
Sewer					0.00	0.00
Solid Waste					0.00	0.00
Water		12,849,512.12	0.00	625,833.44	12,223,678.68	0.00
Other Inside					0.00	0.00
SUB-TOTAL Outside		45,139,512.12	0.00	3,025,833.44	42,113,678.68	1,719,547.50
GRAND TOTAL		102,995,103.12	11,500,000.00	6,759,913.88	107,735,189.24	4,460,238.12
Short Term Debt		Outstanding July 1, 2003	+ New Debt Issued	- Retirements	=Outstanding June 30, 2004	Interest Paid in FY04
RANs -Revenue						
Anticipation Notes						
BANs - Bond Anticipation						
Notes						
Buildings		5,000,000.00		5,000,000.00	0.00	75,000.00
School Buildings		19,344,000.00	18,344,000.00	19,344,000.00	18,344,000.00	292,410.00
Sewer		150,000.00		150,000.00	0.00	
Water						
Other BANs		0.00				
SANs - State Grant						
Anticipation Notes						
FANs - Federal Grant						
Anticipation Notes						
Other Short Term Debt						
Total Short Term Debt		24,494,000.00	18,344,000.00	24,494,000.00	18,344,000.00	367,410.00
Authorized and Unissued Debt						
Purpose	Date of Vote	Article Number	Amount Authorized	Less New Issues Retirements and/or Rescission	=Balance Unissued 6/30/2004	
Elementary Sch Const	05/06/00	13	27,244,305.00	16,400,000.00	10,844,305.00	
Water Filtration Plants	05/06/00	17	15,000,000.00	12,899,424.36	2,100,575.64	
Middle School Const	11/13/00	20	23,000,000.00	15,500,000.00	7,500,000.00	
Highway Garage Const	05/06/01	12	10,800,000.00	10,000,000.00	800,000.00	
School Bldg&Fac Repair	05/11/02	18	1,000,000.00	1,000,000.00	0.00	
Abbot Septic/Town Ctr Ext	11/13/01	5	1,500,000.00	1,400,000.00	100,000.00	
Brookside Mill Dam Repair	05/13/02	13	150,000.00	100,000.00	50,000.00	
TOTAL Authorized and Unissued Debt					21,394,880.64	

TOWN OF WESTFORD, STATEMENT OF INDEBTEDNESS DETAIL					PAGE 2 OF 2	
Long Term Debt Debt Limit Report by Issuance	Inside the Outstanding July 1, 2003	+ New Debt Issued	- Retirements	=Outstanding June 30, 2004	Interest FY04	Paid In
Roof Repairs/Btmt/Drew	240,000.00		85,000.00	155,000.00		10,697.50
Fire Station Const	1,160,000.00		110,000.00	1,050,000.00		45,775.00
Police Station Const	2,525,000.00		505,000.00	2,020,000.00		111,605.00
Hwy Garage A&E	750,000.00		50,000.00	700,000.00		32,447.92
Fire Station Suppl	200,000.00		20,000.00	180,000.00		8,312.50
Highway Garage Const	0.00	10,000,000.00	0.00	10,000,000.00		0.00
A&E/Rec/Tn/S Equip	60,000.00		30,000.00	30,000.00		3,045.00
Police/Fire Equip	5,000.00		5,000.00	0.00		117.50
Dept Equip	750,000.00		375,000.00	375,000.00		22,968.75
Classroom Conv Day/Abbott	625,000.00		60,000.00	565,000.00		24,625.00
Nab School Const	3,690,000.00		285,000.00	3,405,000.00		187,987.50
Bordeleau Land Purchase	300,000.00		30,000.00	270,000.00		12,468.75
Nab Sch Const Supp	80,000.00		20,000.00	60,000.00		3,558.33
Elem Sch Const	21,000,000.00		525,000.00	20,475,000.00		1,005,462.50
Middle Sch Const	20,000,000.00		500,000.00	19,500,000.00		957,659.80
School Bldg & Fac Repair	0.00	1,000,000.00	0.00	1,000,000.00		0.00
Modular Classrooms	2,280,000.00		190,000.00	2,090,000.00		123,262.50
School K-5 A&E	860,000.00		430,000.00	430,000.00		45,150.00
Land Acquisition Hill Property	455,000.00		65,000.00	390,000.00		24,537.50
Cemetery Development	40,000.00		40,000.00	0.00		800.00
Land Acq Drew Parcel	115,000.00		15,000.00	100,000.00		4,450.00
Land Acq Day Parcel	315,000.00		35,000.00	280,000.00		15,522.50
Land Acq Pickings	600,000.00		120,000.00	480,000.00		26,520.00
Fire Ladder Truck Lease	736,666.00		135,020.44	601,645.56		32,154.56
Brookside Dam Repairs	0.00	100,000.00	0.00	100,000.00		0.00
Title V(Note 1)	68,925.00		4,060.00	64,865.00		0.00
Abbot Septic/Town Ctr Ext(1)	1,000,000.00		100,000.00	900,000.00		41,562.50
Abbot Septic/Town Ctr Ext(2)	0.00	400,000.00	0.00	400,000.00		0.00
SUB-TOTAL Inside	57,855,591.00	11,500,000.00	3,734,080.44	65,621,510.56		2,740,690.61
Long Term Debt Outside the Debt Limit	Outstanding July 1, 2003	+ New Debt Issued	- Retirements	=Outstanding June 30, 2004	Interest FY04	Paid In
Middle Sch Const Refinance Issue	5,940,000.00		810,000.00	5,130,000.00		293,245.00
Academy Const	26,350,000.00		1,550,000.00	24,800,000.00		1,408,562.50
Water Pumping Station	360,000.00		40,000.00	320,000.00		17,740.00
WPAT Loan 1(Note 2)	1,877,352.86		101,718.86	1,775,634.00		
WPAT Loan 2	10,612,159.26		524,114.58	10,088,044.68		
SUB-TOTAL Outside	45,139,512.12	0.00	3,025,833.44	42,113,678.68		1,719,547.50
GRAND TOTAL	102,995,103.12	11,500,000.00	6,759,913.88	107,735,189.24		4,460,238.11
Short Term Debt Report by Issuance	Outstanding July 1, 2003	+ New Debt Issued	- Retirements	=Outstanding June 30, 2004	Interest FY04	Paid In
Elem Sch Const	10,844,000.00	10,844,000.00	10,844,000.00	10,844,000.00		
Middle Sch Const	7,500,000.00	7,500,000.00	7,500,000.00	7,500,000.00		
Abbot Septic/Town Ctr Ext(Note 1)	150,000.00	0.00	150,000.00	0.00		
Hwy Garage Const	5,000,000.00	0.00	5,000,000.00	0.00		
School Bldg&Fac Repair	1,000,000.00	0.00	1,000,000.00	0.00		
TOTAL	24,494,000.00	18,344,000.00	24,494,000.00	18,344,000.00		0.00

Tax Collector

YEAR	7/1/2003 Balance	Commitments	Abatements	Tax Title	Refunds	Collections	ADJ	6/30/2004 Balance
REAL ESTATE								
2004		44,357,666.00	(232,213.00)	(76,396.00)	209,851.00	(43,892,825.00)	8,575.00	374,658.00
2003	471,797.00		(39,737.00)	(107,116.00)	39,066.00	(361,743.00)	(26.00)	2,241.00
2002	7,071.00		(7,027.00)		7,027.00			7,071.00
PRIOR	1,048.00				742.00			1,790.00
TOTAL	479,916.00	44,357,666.00	(278,977.00)	(183,512.00)	256,686.00	(44,254,568.00)	8,549.00	385,760.00
EXCISE								
2004		2,422,424.00	(56,149.00)		25,149.00	(2,212,050.00)	(27.00)	179,347.00
2003	224,633.00	405,366.00	(29,407.00)		28,011.00	(596,501.00)	(27.00)	32,075.00
2002	26,278.00	5,321.00	(1,970.00)		1,395.00	(18,126.00)		12,898.00
PRIOR	22,942.00		(8,044.00)		288.00	(6,245.00)		8,941.00
TOTAL	273,853.00	2,833,111.00	(95,570.00)		54,843.00	(2,832,922.00)	(54.00)	233,261.00
PERSONAL PROPERTY								
2004		641,327.00	(11,944.00)		1,594.00	(625,025.00)	(647.00)	5,305.00
2003	9,011.00		(348.00)			(6,198.00)	(2.00)	2,463.00
2002	2,832.00		(132.00)			(494.00)	(1.00)	2,205.00
PRIOR	803.00		(14.00)			(117.00)		672.00
TOTAL	12,646.00	641,327.00	(12,438.00)		1,594.00	(631,834.00)	(650.00)	10,645.00
CONSERVATION PRESERVATION ACT								
2004		1,024,716.00	(18,148.00)	(1,012.00)	10,310.00	(1,008,837.00)	312.00	7,341.00
2003	11,592.00		(1,197.00)	(2,329.00)	1,165.00	(9,171.00)	25.00	85.00
2002			(164.00)		164.00			-
TOTAL	11,592.00	1,024,716.00	(19,509.00)	(3,341.00)	11,639.00	(1,018,008.00)	337.00	7,426.00

Respectfully submitted
Cheryl Accardi, CMMC

FIRE DEPARTMENT

Staffing

This past year we have had increases in back-to-back calls and find it difficult to achieve the level of service that is needed with the current staff. This year has been challenging to us in trying to continue to meet the demands of the community. We're looking again to add additional personnel to help alleviate the strain in meeting the needs of the town. We continue to have a need to have the George P. Rogers station located on Town Farm Road staffed and a future need to have a new sub-station in Parker Village, which would also include staffing. As I have reported in the past if we expect to continue to provide services for this ever-growing town, we must find creative ways of funding without sacrificing safety to our person



George P. Rogers Station at 39 Town Farm Rd. Forge/Graniteville

person

Training

We continue to be successful in our in-house department training for both firefighting and EMS Services. We were able to partner with Westford House Nursing Home in October 2004 to run a mock disaster, doing this enables us to train in real-life circumstances. This drill was a great success and we were able to gain some perspective and lessons learned. Thank you to Captain Joe Targ and Lieutenant/EMS Director Bob Benoit. Lt. Benoit has been instrumental in making our in-house EMS training a continued success. Fire Services Training Director David O'Keefe has been instrumental in continuing the in-house fire training. He along with the help of his training officers have enabled this department to move forward with training. In FY06, we'll be looking at enhancing a training plan that will consist of a more comprehensive training plan that will include training in the schools as well as other locations that will further advance our knowledge and expertise in the field.



Capital Program

The fire department continues to have a large request for capital improvements and replacements. This past July we put into service a new set of Jaws of Life which will enhance our rescue operations for the community. We will be looking at shared funding from a grant from the state for a partial gear replacement, our goal is to look at capital funding for the other portion for the replacement of protective fire fighting equipment. The next few years will be critical for replacement of personal protective equipment including self-contained breathing apparatus. This equipment is vital to the wellbeing and safety of the firefighters. I cannot overemphasize the importance of having the proper protective equipment to keep our firefighters as safe as possible.

Grants

In 2004, over 75 Chiefs from Massachusetts met with our legislators in Washington DC. One major topic of our discussions was to look at the changing of the overall restrictions to how the grants are obtained. We're looking at having the obtaining of grants to be more flexible while maintaining the guidelines for homeland security. We believe that by meeting face-to-face with our legislators it gives us the opportunity to help them better understand our needs in the fire service. In 2005 we will be meeting with our legislators again to benefit our community, the region and the state.

Fire District 6, which is comprised of 18 communities, will be looking at the second phase of interoperability for communications in order to enhance the new communications for the district; we'll be looking at working towards grant funding for this need. In September I was appointed the President of District 6 Fire Chiefs; we work on the enhancement of mutual aid and associated tasks for better deployment of the district and mutual aid needs. I am also beginning my third year as a member of the Hazardous Materials Advisory Board for the State appointed by the Governor. As a member of the board, we're responsible for setting policies and procedures for the State for hazardous materials.

Thank you to Fire Prevention Officer Don Parsons for his continued efforts in securing S.A.F.E. grants which enables us to continue with our safe programs to better educate the community on fire protection and safety. Thank you also to Lt. Jim Barrett for all of his efforts in working on Homeland Security grants as well as State and Federal grants. Through his efforts we've been able to secure grants to help reduce some expenses to the town. Keep up the good work!

Thank You

I must start this year again by thanking the residents of Westford for your continued support of this department. Your show of support has always been greatly appreciated and has not gone unnoticed. This past summer we changed over to a new computer software for our department that integrates our fire alarm operations and our reporting system that I hope to be able to bring a better way to collect data that is currently being manually done by Lt. Mark Valcourt, who has done an outstanding job of collecting the department data all year long and owe him a debt of gratitude. To the department heads thank you for your ongoing support it really means a great deal to me and the department to work with such a great group of individuals. Thank you to the

Town Manager and the Selectmen. To the surrounding towns, thank you for your continued commitment to our mutual aid system.

The woman and men of this department, continue to be recognized for the highest credit for their commitment and dedication to the department and I thank you for your continued support. Thank you to my wife Kathy, for her unending support; you truly are the key to my personal success. And to Kayla and Maria who are doing a great job in first grade and looking forward to starting 2nd grade, thank you for keeping me smiling day after day and continually making me proud of you both.

Respectfully Submitted,
Richard Rochon
Fire Chief



Westford Fire Department Roster

Fire Chief
Richard J. Rochon

└───────────▶ **Office Manager**
Nancy Collins

Captains

Steven R. Ducharme	Daniel J. O'Donnell Sr.
Joseph T. Targ	David A. Woitowicz

Lieutenants

James P. Barrett	Robert L. Benoit
Harold A. Fletcher Jr.	Mark N. Valcourt

Firefighters & E.M.T.'s

Andrew G. Anderson Jr.	Brian D. Foley	Gregg M. McLaughlin
Timothy A. Bellemore	John A. Fox	David M. O'Keefe
Daniel A. Britko	Shawn P. Girard	Donald R. Parsons
Nancy V. Burns	Kevin W. Grebinar	Donald P. Post
William Cashman	Richard Green	Ernest W. Pudsey
David P. Christiana	Donald D. Greenwood	Shawn M. Ricard
Peter F. Coe	Tim J. Hall	James M. Sheridan
Michael D. Cool	James M. Joncas	Susan M. Smith
Joseph D. Delpapa Jr.	James R. Klecak	William F. Stone Sr.
Peter Denechuck Jr.	James F. Lamy	Kevin J. Woitowicz
Michael T. Denehy	Darren E. Lanier	Stephen A. Wyke
David A. Devincintis	Paul A. Lemieux	
John A. Facella		

Auxiliary Firefighters/E.M.T.'s

Eric E. Earle	Michael S. Eracleo	Jared D. Smith
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Special Assignment Firefighters

Lieutenant Robert Benoit EMS Director	Captain Daniel O'Donnell Sr. Fire Investigation Unit	Captain Joseph Targ Code Enforcement Emergency Mgmt Director
David O'Keefe Training Director	Peter Dennechuk Fire Investigation Unit	Donald Parsons Fire Prevention Officer & Juvenile Fire Setters Program

Bill Stone
Child Seat Coordinator

Lieutenant Harold A. Fletcher Jr.
Hazardous Materials Tech

Donald Parsons
S.A.F.E. Coordinator &
Community Service Officer

Fire Alarm Operators

Douglas J. Cook
Colin W. Osgood

Audrey M. Ducharme
David Lefebvre

Ryan P. Monat
Joseph K. Carroll Jr.

Fire Department Call Log

Ambulance Calls	1224
Fire Emergency Responses	934
Non-Fire Emergency Responses	280
Public Assistance	111
Mutual Aid	86
Miscellaneous	65
Cooking Fire Permits	83
Brush Permits	784
Blasts Monitored	44
Agriculture Burn	0
26f - Refinance / Resale	406
26g - New Construction	120
Stations Manned	0
Shelters Opened	0
Fire Drills	68
Station 4 Closed	0
Delayed Opening	0
No School	0
Emergency Management Activated	0
Black Powder Blast	31
Primer Cord Blast	58
Working On / System Test	527

BOARD OF HEALTH

(www.westford-ma.gov/generalinfo/healthbd/healthbd.htm)

The Board of Health is an elected Board who oversee the activities of the Westford Health Department including the Health Care Services division and the Environmental Services division. The Board is responsible for developing policies and regulations and enforcing state health and sanitary codes. In 2004 the Board of Health voted to reorganize as follows:

Zac Cataldo	Chairman
Joanne Martel	Vice-Chairman
Todd Lobo	Secretary
Joe Guthrie	Member
Tom Mahanna	Member

The Board of Health was supported by the following positions:

Sandy Collins	Director of Health Care Services
Darren MacCaughey	Director of Environmental Services
Laurie Lessard	Board of Health Senior Secretary
Tracy Griffin	Department Secretary
Tina Grosowsky	Substance Abuse Coordinator
Sue Rosa	Public Health Nurse
Jessica Cajigas	Health Inspector
Susan Cohen / Cindy Scammon	Registered Dental Hygienists
Michael Harrington	Chief Animal Inspector
Margaret Mizzoni	Animal Inspector
Tim Whitcomb	Animal Inspector

Permit & Services Receipts

Septic	\$ 10,050.00
Installers	3250.00
Haulers	900.00
Soil Evaluation and Percolation tests	12,450.00
Pump and Water Systems	440.00
Well	840.00
Stabling/ Piggery	340.00
Food	22,195.00
Frozen dessert	300.00
Tobacco	1,500.00
Tanning	200.00
Cholesterol	530.00
Immunization	4,931.00
Lead Testing	35.00
Dental	625.00
Massage	390.00
Camping/Hotel/Motel	875.00
Pool	400.00
Beach	1,200.00
TOTALS	\$ 61,441.00

Health Care Services

Sandy Collins, RN.,BSN., Director

In 2004 the Health Department tried to find creative ways to continue to fund high-quality health services and programs on a severely reduced departmental budget.

For a second year, the Health Care Services division received another \$7,000 grant through the generosity of the Harpley Foundation. With this grant, our area dentists provided free dental care to senior citizens who do not have dental insurance. The grant, administered in cooperation with the Cameron Senior Center, provided high-quality dental care for 28 residents. This program supplements the Board of Health's school dental program, which is administered by our wonderful registered dental hygienists, Susan Cohen and Cindy Scammon. Close to 300 took advantage of the program that provides cleaning, screening, fluoride treatments and education to grades 2-4-6 and screening and education to grades 1-3-5.

We continued to collaborate with the school department to place an automated external defibrillator (AED) in all municipal and school buildings. We are pleased to announce that thanks to generous donations from the Phillips Company, local organizations and individual citizens, we added an AED in four municipal buildings and all schools in Westford. Also, three churches, two health clubs, and numerous private businesses also purchased units through our on-going program. Training in CPR and use of the AED was provided through Bob Benoit and EMS 2000. To recognize our effort, the American Heart Association designated Westford as a "Heart Safe Community." This designation is given to communities that successfully enact a community initiative to help reduce the incidence of sudden cardiac death, the leading cause of death in the US.

In 2004, we encountered the unprecedented contamination of the national supply of flu vaccine. The critical reduction in the availability of vaccine caused the DPH and the Centers for Disease Control to restrict the eligibility of persons whom we were authorized to vaccinate. We scheduled flu vaccination clinics according to the phased modification of eligibility imposed by the DPH and the Centers for Disease Control. Ultimately, the department scheduled nine separate clinics to accommodate residents. Over 1800 received the vaccine and the department will submit claims to Medicare for reimbursement to help offset the cost of the clinics.

Substance abuse is a continuing problem in our nation as well as our community. Tina Grosowsky, our dedicated Substance Abuse Coordinator, applied for and received a \$10,000 heroin planning grant from the Massachusetts Department of Public Health (MDPH). This grant supports work on prevention throughout the town with the assistance of Westford Against Substance Abuse (WASA). Tina coordinates the Safe Homes program and continues to provide an array of services to the community.

Our tobacco program is tied into our substance abuse program. In December, I applied for a grant to the MDPH to reinstatement funding of our tobacco program. We received \$18,000 to promote education and enforce local and state tobacco regulations. We make quarterly compliance checks of local retail businesses to confirm we are not selling tobacco to minors in

Westford. We are pleased to report the results of a recent survey conducted by Emerson Hospital through the Westford School system, which showed a decrease in tobacco use by area youth.

We continue to plan for various health emergencies including bioterrorism. Westford is the host agency that received a \$177,000 CDC grant administered through the DPH. The funding supports a seven-town, regional, public health coalition (Upper Merrimack Valley Public Health Coalition). This coalition is comprised of seven regional health departments including Westford. The coalition coordinates public health resources, supplies, and personnel in the event of a public health emergency and has helped to strengthen our planning efforts.

Last year Westford received a \$150,000, three-year federal Medical Reserve Corps grant to help recruit professional health care volunteers to assist in a public health emergency. With grant funds, the division hired Nancy Burns in March to be project coordinator of the recently named Upper Merrimack Valley Medical Reserve Corps. Employing a massive public relations campaign, we recruited over 170 active and retired health care professionals. We are currently training new members, developing operating procedures, and working with volunteers to establish emergency protocols. Nancy has been a valuable asset to the department and the Medical Reserve Corp volunteers have already been called upon to assist with flu clinics in our community and in surrounding towns. For more information about the Medical Reserve Corps and its activities, see our web site: www.uppermerrimackvalleymrc.org.

The Health Care Services division continues to provide a wide range of services and programs for both residents and town employees. Sue Rosa, our public health nurse, has done an outstanding job providing preventative and direct clinical services. Among the services offered to both residents and town employees were blood pressure, cholesterol, pap, and lead screenings. By appointment, we provided home visits, immunizations, and tuberculosis testing. As always, we continued to follow-up on all reports of communicable diseases and provide inspectional services and permitting for tobacco, camp, massage and tanning facilities. A complete list of services is accessible via www.westford.gov.us. Click on the Health Care Services link.

The health department continues to emphasize our belief that primary and preventive care is the single most effective means of reducing illness in our community. The Westford Board of Health and I sincerely appreciate our local health professionals, clubs and organizations. We are, as always, extremely grateful for our local volunteers who offer their time, expertise, and financial support throughout the year whenever we seek assistance. In particular, the following individuals deserve special appreciation: Dr Schofield and Dr Beck, Lee Thurston, R.N., school nurses and administrators, Bob Benoit and EMS 2000, John Diniz, Elaine Major, Roudenbush Community Center, Westford Council on Aging and all town departments. We know that we are able to accomplish so much more with your help. Thank you.

STATISTICS**Dental Program**

Total # of students in program	299	Total # of exams	299
Total # of cleanings/fluoride treatments	126	Total # of screenings	173

Total # of Referrals:

Caries	32	Orthodontics	27	Sealants	46
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Total by class

Kindergarten	61	1 st grade	51	2 nd grade	59		
3 rd grade	40	4 th grade	42	5 th grade	21	6 th grade	25

Reported Communicable Diseases

Ambiasis	1
Salmonella	6
Strep Pneumonia	2
Giardia	2
Hepatitis B	7
Pertussis	17
Campylobacter	5
Lyme	10
Tuberculosis	2
Hepatitis C	3
Animal Bites	12
Dengue Fever	1
Meningitis	1

Clinics

Flu Inoculations	1810
Pneumonia Inoculations	17
Tuberculosis testing	41
Immunizations (Td, MMR, meningitis)	163
Pap Smear Clinic	13
Hypertension Screenings	330
Home Visit	25
Lead Screening	6
Cholesterol Screening	38
Well Child Clinic	6

Permit/Application Type	#
Food Service Related	255
Septic System Permit	170
Lot Testing (New + Repair)	122
Septic Installer License	98
Well/Water System Related	43
Septic Hauler / Pumper	20
Stabling & Piggery	17
Pool (Public & Semi-Public)	9
Beach	10
Beaver Related	2
Rec. Camp / Campground	13
Funeral Director	1
Totals	730

Environmental Services

Darren R. MacCaughey, Director

Environmental Services continues to strive to maintain an elevated level of service even with the budget reductions/constraints to our department. During the 2004 year, Environmental Services again accepted many applications and issued numerous permits. They have been generalized, grouped and are listed on the statistics page.

Over the course of the year, Environmental Services reviewed a total of 314 Subsurface Sewage Disposal System (Title 5) Inspection Reports and in excess of 700 building permits for compliance with applicable state and local environmental health regulations. Environmental Services also provided review and comments to the Planning and Zoning Boards for numerous new and revised residential subdivisions, site-plans, special permit and hazardous material storage projects as requested.

This year, the Board was again asked to reduce its overall budget, which indirectly resulted in the loss of 20 hours/week from the Environmental Services division. After much discussion and deliberation, the Board agreed that the best way to compensate for the loss was to combine the part-time Sanitary Food Inspector and Health Agent positions. After an exhaustive search, Jessica Cajigas was hired by the Board as the new Health Agent and now inspects our ever-growing population of food-related establishments, functions, etc., as required by the Federal and State mandated food codes in addition to assisting the Director of Environmental Services in numerous other day-to-day department-related environmental duties.

Beginning March of 2004 the Department of Environmental Protection (DEP) began requiring the regular testing of all public water supplies for the previously not-tested-for contaminant perchlorate, which is commonly found in many types of explosives. Perchlorate is a human health concern as it can interfere with iodide uptake into the thyroid gland, which can disrupt thyroid function and can potentially disrupt fetal and child development. In early 2004, perchlorate was detected in one of the Town's drinking water supply wells, which prompted the Board and the DEP to try and ascertain if it had also affected any of the surrounding private drinking water wells, and to what extent. The Board was able to provide homeowners with discounted kits to test their own private wells with the hope that the results would be shared with the Town and the DEP for tracking purposes. To date, and to the best of our knowledge, a total of 55 separate sample locations have been monitored by the Town's Water Department, Health Department, Highway Department, the Town's environmental consultant and the DEP. Of these locations, 24 were residential, with only one well located immediately adjacent to one of the suspected sources. To a great extent the contamination has been found to be relatively localized and not widespread. The Board, along with the aforementioned entities, continues to sample and track the contamination and review/develop options for the potential future treatment if found to be necessary.

Again this year, Environmental Services and the Massachusetts Department of Public Health (MDPH) monitored for the presence of West Nile Virus (WNV) in Westford's dead bird

population. In all, 11 birds were reported to the MDPH, one of which was collected and tested but found to be negative for WNV. From MDPH data for 2004, we know that State wide, 1688 dead birds were reported to the MDPH Arbovirus Surveillance Program. A total of 89 birds were tested and of those, eight were positive for WNV. Positive birds were found in eight towns from six counties in the state, but not in Westford this year. In fact, to date and in Westford, there have been no reported cases of WNV in any horses or humans.

As required by the MDPH, all public/semi-public pools and beaches require annual inspections conducted by the Board. The bathing beaches themselves must be tested for water quality on a weekly basis during the swimming season (Memorial Day through Labor Day). This year the Board was forced to close Edwards Beach (from 6/11/04 - 6/12/04), North Beach (from 8/18/04 - 8/20/04) and both Edwards Beach and Forge Village Beach (from 9/02/04 - 9/03/04) due to unacceptable bacteriological water quality (as required by the MDPH). In general, beaches remain closed and posted as such until subsequent laboratory testing confirms results within acceptable limits and the beach is reopened.

Finally, thank you to all the various Boards and Departments for their input and cooperation during 2004 and I look forward to the upcoming year.

Animal Health Inspector

Michael E. Harrington

Animal Health Inspectors are responsible for the Issuance of Quarantines for animal bites; the submission of suspected rabid or diseased animals to Massachusetts Dept. of Public Health for testing, and Barn and Kennel Inspections. The Animal Inspectors work directly with Darren MacCaughy, Director of Environmental Services, and Westford Board of Health to prevent the possibilities of infectious diseases.

HIGHWAY DEPARTMENT

I am pleased to submit the annual report for the Town of Westford Highway Department.

Town Roads

Regular maintenance and repair of town roads consisted of cleaning and repairing of catch basins and manholes, the cutting of brush on the sides of the roads, repair of guardrails, patching and sweeping of roads and municipal parking lots. The Highway Department also grades all town gravel roads, installs berm and curbing, cuts and clears trees from roadways during and after storms.

This year 5,290 tons of bituminous concrete was used for repair and maintenance of town roads.

Town Bridges

Using Highway Department personnel, we have completed a bridge rehab project that included new bridge decking, crash walls, guard rails, sidewalk and drainage to the historic Brookside Road Bridge over Stony Brook. Using town personnel to perform this work it is estimated we saved over half the cost from hiring outside contractors.

Roads Resurfaced

The following streets were resurfaced with bituminous concrete or treated stone and asphalt.

Depot Street - from Main Street to Abbot School	Brookside Road - shim
Main Street – from Depot Street to Kirsie Circle	Nabnasset Street - shim
Jonas Road	Moore Road – shim
Brookside Road - from tracks to Lowell Road	North Street

Roads chip sealed: Phillips Drive, Tallard Road, Royce Lane, Dutchman Lane, Elliot Road, Patriot Lane, Cherry Lane, Butternut Road, Holly Lane, Bobolink Road, Nutting Lane, Villanova Drive, Granada Drive, Woodbine Terrace, York Avenue, Wilshire Avenue, Torrington Lane, Williams Avenue, Lake Shore Drive North, Gassett Road, George Avenue, Cross Road

Roads crack filled: Tadmuck Road, Robinson Road, Flagg Road, Dunstable Road, Main Street

Drainage Town Roads

Lake Shore Drive North	1 Basin, 60’ perforated pipe
Forrest Road	1 Basin, 60’ perforated pipe
Vose Hill Road	80’ 15” solid pipe

In addition to the above drainage we replaced or installed 49 new catch basins.

Snow and Ice Removal

The Town of Westford Highway Department, in the interest of public safety and the convenience to motorists, cleared the snow and ice from approximately 175 miles of roadway. In this process the Town used 1,469 tons of sand, 3,888.63 tons of salt and 16,706 gallons of a liquid anti-icing product.

Following are the times the Highway Department was called out to treat or plow the Town roads:

Jan. 5, 6	2004	Snow & Ice 2.5"	Salt/Sand/Plow
Jan. 7,	2004	Snow Squall .5"	Salt/Sand
Jan. 12,	2004	Snow 2"	Salt/Sand/Plow
Jan. 15,	2004	Light Snow	Salt/Sand
Jan. 18,	2004	Light Snow	Salt/Sand
Jan. 28,	2004	Snow 3"	Salt/Sand/Plow
Feb. 3, 4	2004	Snow & Ice 2.5"	Salt/Sand/Plow
Feb. 6, 7	2004	Snow & Ice 4"	Salt/Sand/Plow
Feb. 8,	2004	Light Snow	Salt/Sand
Mar. 8, 9	2004	Light Snow 1"	Salt/Sand
Mar. 17,	2004	Snow 9"	Salt/Sand/Plow
Mar. 18,	2004	Light Snow	Salt/Sand
Nov. 13,	2004	Snow 4"	Salt/Sand/Plow
Dec. 6, 7	2004	Snow & Ice .5"	Salt/Sand
Dec. 20,	2004	Snow 2"	Salt/Sand/Plow
Dec. 26, 27	2004	Snow 8"	Salt/Sand/Plow

Engineering Department

The Engineering Department supports the maintenance and operations of the town's infrastructure. Many of the activities of this department are in concert with the Highway Department, Parks Department, Planning Department and the Conservation Commission. Engineering services include reviewing and inspecting plans and specifications for compliance with design standards, and the inspection of the construction of subdivision utilities for compliance with the approved plans. The Town Engineer designs projects for various Town entities.

Key responsibilities follow:

- Management and completion of Phase II Storm Water Program
- Increased coordination of inter-departmental processes with Planning to promote more effective service delivery
- Increased coordination with other government agencies and utility companies when projects are in the public right-of-way
- Provide plans, specifications, estimates, right-of-way plans, property descriptions for Town projects
- Attend development review meetings in coordination with the Planning Department, to review applications for compliance with Town standards
- Review plans and approve final maps (tracts) and parcel maps as required

- Conduct inspections of work within the public right-of-way through the construction process
- Provide assistance to the public regarding right-of-way issues
- Process all petitions for road openings
- Administer and coordinate contracts for engineering consultants, as needed
- Design and administer projects for the annual Capital Improvement Program, including curb, gutter and sidewalk improvement analysis
- Perform minor traffic engineering analysis
- Respond to neighborhood concerns and requests

I wish to express my sincere thanks to the Board of Selectmen and Town Manager for their full cooperation and to all members of the Highway Department, who have been most cooperative.

Respectfully submitted,
Richard J. Barrett, Jr.
Superintendent of Streets



HIGHWAY GARAGE BUILDING COMMITTEE

In the first few months of the year, the Committee was faced with the formidable task of dealing with claims from various subcontractors alleging that the general contractor had failed to provide timely payments. After numerous meetings and correspondence over a period of weeks, the general contractor ceased business operations. For a significant period of time the Committee (ably assisted by Highway Operations Administrator Jim Rand and Clerk of the Works Gordon Shaff) received claims from subcontractors and examined whether the formal provisions of the contract were fulfilled regarding the termination by the general contractor. The Committee assessed the situation, the contract, and applicable state statutes and determined that no payments were to be made to subcontractors and that ultimately completion of the work would be the responsibility of the bonding company. Meanwhile, structural steel was delivered to the site and photographic and engineering evidence was collected to document the status of the work as of the date of termination. Steps were taken to protect the work and materials on site from deterioration and theft. Because of the potential for litigation, the Committee felt that it was in the Town's best interest to fully document the status of work performed as of the time of termination. Months passed with very little construction being performed at the site and in May, the bonding company's general contractor, Jackson Construction Company initiated work at the site.

In June, Jim Rand retired. The Committee, and the Town, owe Jim a great debt of gratitude. He was instrumental in controlling costs and diligently protecting the Town's interest when the original general contractor was unable to complete the project. Also in June, John Dold became the Highway Department Operations Administrator. John and Highway Department Superintendent Richard "Chip" Barrett have been extremely helpful to the Committee in sorting out the complex issues faced during the construction re-start and the continuation process.

By August, construction was fully under way (albeit, behind schedule) and the Committee dealt with finalization of matters associated with provision of utility services to the site. By November, the contracted date for completion came and went and the Committee dealt with extensions to the contract with the project engineers and the Clerk of the Works. Additionally, arrangements were made for amending the final completion date and assessment of a daily penalty for late delivery. The construction contract contains a \$500 per day liquidated damages clause. The Committee remains optimistic that it will be able to deliver the completed project to the Town within budget. It is unfortunate that the project was delayed for many months; but ultimately we expect to deliver a quality product to the residents of Westford.

Much of our time in the fall of 2004 was consumed with the issue of perchlorate contamination in nearby wells. Because blasting caps can contain small amounts of perchlorate, the highway garage building site was identified as one of the potential sources of perchlorate contamination. The Committee has requested information from the contractor regarding its blasting operations, but meanwhile, the Board of Selectmen voted that no further blasting will be performed at the site. The Selectmen's order has required a few change orders to provide alternative means to cut through ledge and rock, but the delays and additional costs have been reasonable. The

Committee is very concerned about the perchlorate issue and we hope that the Town's efforts to identify the source of the material are successful.

As of the end of the year, the building was framed and the roof was installed. The salt shed was almost completely installed, and the binder course had been installed on the entire length of the access road. We anticipate that the facility will be ready for occupancy in the summer of 2005. The Committee continues to meet on a regular basis to address requests for payments, concerns from neighbors, questions from the contractors and subcontractors and many other issues associated with a major construction project. They look forward to delivering the building to the Highway Department and the people of Westford.

It is a pleasure to serve our community.

Respectfully submitted,
Paul F. Alphen
Chairman

HISTORICAL COMMISSION

The Westford Historical Commission summarizes 2004 as a year of celebration and a year when the community came together to recognize Westford's history over the past 275 years since the incorporation as a Town.

The Historical Commission witnessed progress on three major initiatives during the year.

First, The Massachusetts Historical Commission voted on September 8th to submit the Fairview Cemetery and the Westlawn Cemetery nomination forms to the National Register of Historic Places in Washington D.C. Secondly, we continued developing a comprehensive preservation plan. The second phase of the plan, an inventory of historic assets was compiled by Roberta McGuire using a number of sources including the Assessors Records and historic preservation inventory sheets. The third major initiative brought to completion by property owner/general contractor Gerard Boucher was the Brookside Mill adaptive reuse project. The Brookside Mill stood for many years as one of the Town's most endangered buildings to demolition and has been recreated and now houses 35 condominiums.

Historical Marker

On July 26, 2004, Jane Hinckley with assistance from the Highway Department installed "The Town Pound" sign at 25 Boston Road. The stone wall between 23 and 25 Boston Road was formerly a wall of the Town Pound which was used to house stray animals in the late 19th and early 20th century.

The National Register of Historic Places

The Massachusetts Historical Commission notified us on September 13, 2004 in a letter that the Fairview and Westlawn Cemeteries had been voted eligible for inclusion in the National Register of Historic Places (36 CFR 60) by the Commission acting as the State Review Board on September 8, 2004. By law, a property is afforded protection from adverse effect by Federal funded, licensed or assisted projects when it has been voted eligible for inclusion in the National Register.

We currently are awaiting review of our nominations for the Hillside, Wright and Russian cemeteries. We expect these cemetery nominations to be reviewed by the Massachusetts Historical Commission in September/October 2005.

The Preservation Plan

The Commission is preparing a comprehensive preservation plan for publication. The other significant work accomplished on the preservation plan included a review of the inventory of all structures and sites built prior to 1950. Roberta McGuire created a spreadsheet with over 600 structures and sites that lists important information about our historic structures and sites inventory and their significance.

The preservation plan is a significant project for us because its results will be used by the Historical Commission and other town boards to move forward in our preservation efforts. We

would like to sincerely thank Roberta McGuire for her efforts in leading this critical project. Roberta's many hours gathering and compiling data have been instrumental in moving this project along.

The Demolition Delay Bylaw

The Commission reviewed seven demolish permits in 2004. To enable the construction of an affordable house project, 211 Groton Road was demolished. This meant the loss of a long-time eating establishment, the Rancho De Amigos, and was also owned by the Paduano family and known as the Casa Caliente in the 1950's.

Carol Avery, owner of 28 Boston Road, and neighbors Patrick and Jill McGinn, owners of 30 Boston Road, collaborated on a project that included the McGinn's building a new house at 30 Boston Road, Carol Avery demolishing her ranch-style house and moving the McGinn's former house, an 80-year-old house, to 28 Boston Road. This project was inspiring because it saved a structurally sound and historically significant house from being demolished. Congratulations to the Averys and McGinns.

Historical Commission Web Site

Thanks to the efforts of Roberta McGuire, our web site was updated and more material became available there: www.westford-ma.gov/generalinfo/historic/historic.htm.

Membership Changes

It was with regret that the Commission accepted the resignation of Bob Oliphant from the Historical Commission in October 2004. Bob served on the Historical Commission for over five years and among his many accomplishments he was instrumental in developing the applications for the state preservation awards presented to June and Charles Kennedy in 1998 and Bob and Margaret Webb and Bob Waskiewicz in 1999. He is also the United Methodist Church's historian. Bob will continue his preservation efforts as a member of the Historical Society's Board of Directors.

In Summary

The Westford Historical Commission has completed another productive year serving the Westford community's historic preservation efforts. We would like to thank all those persons who have helped along the way. Your support of our efforts is greatly appreciated.

Respectfully submitted,
Ken Tebbetts
Chair

WESTFORD HOUSING AUTHORITY

The Westford Housing Authority (established in 1971) is the local body responsible for the expenditure of State and Federal housing grants. We currently own and manage 73 units of housing for the elderly and disabled, six units of family rental housing and eight units of housing for people with mental illness. In addition to our public housing inventory, the Authority also owns three condo units at the Brookside Mill Condominium Complex. These homes are rented to moderate-income tenants. Our housing programs are subsidized and regulated by the Commonwealth and require no financial contribution from the Town.

A Board of Commissioners, four of whom are elected by the town for a five-year term and one who is appointed by the Governor, set policy for the Authority. The Executive Director and her Staff carry out the day-to-day activities. In the May town election Muriel Drake was elected to a third term on the Board. In August, Richard Eastman was appointed by the Governor to replace Maria Hamer who passed away last year. In September of this year, our friend and colleague William Coakley passed away. Mr. Coakley's contributions to affordable housing in Westford were immeasurable. He will be greatly missed. In December 2004, Scott Hazelton was appointed by the Housing Authority and the Board of Selectmen to fill Mr. Coakley's position until the May 05 town election.

Brookside Mill – The reconstruction of the Brookside Mill was completed in the late summer of 2004. The project contains 35 home-ownership units, three of which were purchased by the Housing Authority in November and will be used as rental units for moderate-income families. In September, the Housing Authority conducted the lottery to identify two income-qualified, first-time homebuyers to purchase two units within the complex. The successful applicants closed on their units in December 2004.

Community Preservation Act – At the Fall Town Meeting, residents approved \$100,000 of Community Preservation funds to be used by the Affordable Housing Committee (AHC) to help acquire and/or renovate an existing building within Westford to be used as a group home for special needs adults. The Housing Authority will work closely with the AHC to facilitate this venture. The Authority is grateful to the Community Preservation Committee and the Westford residents who supported this much-needed affordable housing initiative.

Tadmuck Road Expansion – In November of 2004, the Westford Housing Authority, in partnership with Elder Services of the Merrimack Valley received a federal grant award of over \$5,000,000 to construct 36 units of senior housing at our Tadmuck Road site. We hope to begin construction in the fall of 2005.

Stony Brook Housing – In December of 2004, Common Ground Development Corporation received the necessary building permits to construct 15 units of low, moderate and market-rate rental housing on the Stony Brook site. In a joint decision by the Affordable Housing Committee, Westford Housing Authority and the Board of Selectmen, the development will be dedicated in memory of Bill Coakley and officially titled The William D. Coakley Residences at Stony Brook. Construction will begin in January of 2005.

As we do every year, the Board and Staff of the Housing Authority wish to acknowledge and thank the many individuals, and service organizations of Westford who have given so much of their time and resources during 2004 to make the lives of our residents that much more enjoyable.

Respectfully submitted.
Phyllis Koulouras
Chair

Christine Pude
Executive Director

LAND ACQUISITION OVERSIGHT COMMITTEE

In January, 2002, the Board of Selectmen formed the Land Acquisition Oversight Committee; the mission of this Committee was to monitor the results and to oversee the execution of the plan which had been developed by the Land Use Priorities Committee. The duties of the Land Acquisition Oversight Committee (LAOC) are as follows:

1. To maintain open communication with owners of priority parcels as outlined in the Land Use Priorities Committee plan.
2. To stay abreast of land coming up for sale.
3. To provide recommendations to the Board of Selectmen on whether or not the Town should exercise its right of first refusal on Chapter land when it comes up for sale.
4. To provide recommendations to the Town Manager to pursue negotiations on a particular parcel.
5. To work closely with the Town Manager, Conservation Commission, and the Community Preservation Committee to have coordination among these groups and to avoid redundancy.
6. To make recommendations to the Community Preservation Committee on what land to purchase.

In the spring of 2003, the LAOC began meeting to review the recommendations made by the Land Use Priorities Committee. Town-owned parcels were reviewed, as were parcels of vacant land which are privately owned. Certain properties were identified as potential sites that should be given priority in Westford's future planning. However, given the fact that some of these properties were in private ownership, no action could be taken, nor could recommendations be made, until the property owner was in a position to pursue and accept assistance from the LAOC.

In February, 2004, the Westford Affordable Housing Committee completed its Affordable Housing Plan which was subsequently presented to the Board of Selectmen. One of the strategies of the Affordable Housing Plan was to utilize Town-owned land and buildings in an affordable housing plan. This report included three specific strategies:

- Use larger Town-owned parcels for affordable housing development
- Reuse Town-owned buildings for special needs and other housing
- Use small scattered sites for affordable housing development

Upon completion and presentation of the Affordable Housing Plan, the Land Acquisition Oversight Committee received its first assignment. The Committee was asked to study Town-owned parcels of vacant land to determine whether any of these parcels might be utilized in some type of development plan that would allow for the creation of additional affordable housing units in the community. The Committee included all Town-owned properties in this study; smaller sites were examined as were the larger parcels of vacant and/or improved acreage.

In the 2004 calendar year, the LAOC completed its study of the first round of Town-owned properties; a report of this study was presented to the Board of Selectmen on September 14,

2004. The following properties had been identified and recommendations for the potential use of these parcels were presented. These properties included the following:

- 52 Beaver Brook Road
- True Bean Way/Woodland Drive
- Edwards parcel on the corner of Tyngsboro and Forrest Roads
- Hemlock Road/Williams Avenue/Woodbine Terrace
- Boston Road
- Jack Walsh Field parcel on Carlisle Road
- Hildreth Street parcel
- Providence Road parcel

The report, which was presented to the Board of Selectmen, included the property address, acreage, frontage, status of the property, and the Committee's recommendations for each property. Also included in the report were the Assessor's property record cards, GIS maps of the individual properties, and photographs which provide topographical and wetlands information on the various sites. A copy of this report is on file in the office of the Town Clerk.

The Land Acquisition Oversight Committee will continue to review parcels of vacant and improved acreage in the community and will subsequently provide similar reports to the appropriate boards.

Respectfully submitted,
Diane Holmes
Chair

J. V. FLETCHER LIBRARY

New Collections and Services

The J. V. Fletcher Library responded to an ever-growing stream of requests from Westford's Asian community (Westford's largest minority according to the 2000 census) to create a permanent Chinese Language Foreign Collection. Heretofore, the library had been relying on deposit collections in Chinese from the Boston Public Library. Assistant Director India Nolen formed a Chinese Collection Advisory Group (included a Chinese professional librarian) to read book reviews written in Chinese, find Chinese vendors and research the cataloguing options available. The group's first data gathering was a bilingual survey returned by over 100 enthusiastic patrons. On April 20, 2004 the Library hosted a reception to unveil the first phase of this pilot collection – titles written in traditional Chinese. This burgeoning collection now boasts over 100 titles (half written in traditional style and half in simplified style) covering a range of both fiction and non-fiction genres.

In Winter/Spring 2004 the Youth Services department surveyed Westford families about their library programming preferences for juvenile and family programs. As a response to the survey results, multiple new programs and formats were added to the juvenile programming schedule. Three new drop-in style programs were added to the menu: Camp Read-a-Lot (a weekly evening story time during the Summer Reading Program), weekly Mother Goose Times for infants and toddlers, and The Book Bunch Weekly Drop-ins for three- to five-year-olds. In addition, Saturday family programs were added, more drop-in craft programs were offered, and the Summer Reading Program was extended by one week.

Juvenile, Young Adult and Adult Programs

The J. V. Fletcher Library continued to offer an ever-increasing array of programs for all ages – a service made possible by the underwriting and sponsorship of the Friends of the J. V. Fletcher Library, Inc. Highlights included "An Evening with Susan B. Anthony," "How the Stars Came to Be and Other Stories," "Music with Wendy & Seth," and "Alex the Jester." Perhaps contributing to the demise of "the curse" (with the World Series win of the Red Sox) – the library offered "The Curse of the Bambino," a history of the portentous Babe Ruth trade. The Apple Blossom Parade heralded "275 Years of Reading Magic" in tribute to the Town's 275th anniversary, while the three Summer Reading Programs netted 1,486 child, 132 adult, and 302 Young Adult registered readers! Actual program attendance throughout the year swelled beyond 12,000. Local celebrated storyteller Leeny Del Seamonds shared Westford's Tales for the September 275th Anniversary event. Programs offered throughout the year included Storytimes, The Book Bunch, Mother Goose Times, the adult Library Book Discussion Group, and both adult Internet Classes and Parent/Child Internet Classes.

The J. V. Fletcher Library continued to sponsor "Link to Literacy," a library-based ESL literacy program, pairing 13 couples of tutors/students, and offering a conversation class for the first time. Tutors continue to be sought to assist with this growing program.

Technology

In an effort to both save tax funds and better serve our growing community, email notification was implemented: this new service notifies library users of books on hold, advises them of overdue materials to return and seeks the return of popular titles awaited by other patrons. Saving costly envelopes and postage, as well as staff time making telephone calls, email notification affords the department a timely, cost-efficient method of communicating with our patrons.

Throughout 2004, under the aegis of the Technology Department, wiring was run throughout the library facility by Nashoba Valley Technical High School students preparing the Library for wireless capability, centralized printing and expanded technology for public use. These future technological opportunities should be available to the public in 2005.

Grants, Memorials, and Gifts

Along with other Merrimack Valley Library Consortium (MVL) member libraries, Westford participated in the creation of Book Club Kits, to be shared amongst member libraries and to address the growing clamor for Book Club multiple copies. The Merrimack Valley Library Consortium received funding via the Massachusetts Board of Library Commissioners for this grant project using Library Services and Technology Act (federal) funding.

Westford spent the concluding funds under the Northeast Massachusetts Regional Library System Conversion Grant to catalog the original (mostly leather-clad) volumes of the Colonial-era Social Library on OCLC (the global inter-library network).

The library applied for and received funding under the Community Preservation Act in the amount of \$19,380; this funding – approved at Fall Special Town Meeting – will allow for historic restoration of the J. V. Fletcher Library Victorian Main Street façade elements: the terracotta frieze work, granite stairs, stained glass transoms and oak entry door surround and interior entry doors.

Memorial and special gifts to the *J. V. Fletcher Library Memorial Book Account* totaled more than \$7,000 during 2004. These included the generous result of Scout Pack 95's fund raising efforts (over \$2,050) and over \$2,500 given in memory of the late Veronica Whitehouse, Trustee Chair, to be put towards the construction of a Silent Study space on the library mezzanine level.

Administrative and Fiscal Update

In an on-going response to both state and local fiscal constraints, the J. V. Fletcher Library entered FY05 with a –2% budget reduction, resulting in a 5% reduction in weekly hours, as well as the loss of Sunday service again. The Library lost more than one full-time equivalent through early retirement, resignations and schedule cutbacks in order to meet this reduction in funding. This reduced FY05 funding, coupled with the impact of near level-funding in FY04, necessitated the passage of an article requesting an additional appropriation of \$7,190 at Fall Special Town Meeting so that Westford would meet the Municipal Appropriation Requirement needed for state certification of the library. The Friends of the J. V. Fletcher Library Inc. additionally supported the book budget by contributing \$28,000 towards new purchases, while one half of the MVL

annual membership was paid with State Aid to Public Libraries funding, rather than appropriated funds.

Facility, Space and Planning Needs

As we enter our 70th year in the “new” (1988) building, the increase in the number of facility repairs and refurbishments has escalated, while the decrease in space available for collections, new formats, and staff and public areas now truly impedes public service. Fully 20 years out from the initial funding that resulted in the 1988 “new” building, 2005 will usher in a new Visioning and Planning Process that will allow the Board of Library Trustees to best set the future direction of the Library Department and plan for a Library facility that will offer imaginative, responsive public service for the next 20 years.

Respectfully submitted,
Ellen D. Rainville
Library Director

LIBRARY CIRCULATION FY04

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr. To Date Total
Adult Books	7,995	6,579	7,104	6,647	5,988	5,772	7,204	7,066	7,609	6,702	6,492	7,936	83,094
Children's Books	13,449	9,047	8,992	9,307	8,574	7,175	9,437	9,372	10,274	8,467	8,177	11,822	114,093
Adult Magazines	749	649	755	698	645	605	847	892	680	668	700	692	6,380
Children's Magazines	214	186	174	153	108	87	101	97	111	83	62	117	1,493
Adult CD's	1,604	1,415	1,555	1,486	1,675	1,826	1,854	1,571	1,671	1,562	1,250	1,500	18,969
Children's CD's	160	133	120	122	103	126	108	125	175	155	113	196	1,736
Adult Cassettes/LP's	735	619	700	611	566	589	576	672	752	704	683	690	7,897
Children's Cassettes/LP's	427	341	251	263	286	236	239	310	352	303	303	366	3,677
Adult Videos	2,417	2,209	2,192	1,949	1,958	2,440	2,658	2,235	2,558	2,251	1,981	2,446	27,294
Children's Videos	1,979	1,560	1,504	1,515	1,529	1,499	1,732	1,760	2,001	1,589	1,476	1,972	20,136
Adult Miscellaneous	1	7	6	6	4	4	7	9	14	4	2	7	74
Children's Miscellaneous	24	25	24	41	25	33	33	22	27	24	26	31	333
Museum Passes	118	106	51	66	75	56	76	84	66	106	86	115	1,005
OPAC Renewals	0	0	0	0	0	0	0	0	0	0	0	0	10,298
Library Subtotal -----	29,872	22,876	23,428	22,864	21,636	20,451	24,870	24,035	26,290	22,618	21,351	27,890	298,479
Bookmobile -- Adult	220	314	247	348	199	247	298	233	266	235	177	255	3,039
Bookmobile -- Juvenile	765	950	1,117	1,328	867	839	1,128	850	1,049	1,149	848	797	11,687
Van Subtotal-----	985	1,264	1,364	1,676	1,066	1,086	1,426	1,083	1,315	1,384	1,025	1,052	14,726
TOTAL :	30,857	24,140	24,792	24,540	22,702	21,537	26,296	25,118	27,605	24,002	22,376	28,942	313,205
Previous Year:	29,719	24,169	24,085	26,494	24,048	20,180	25,842	26,207	29,559	27,202	25,510	28,816	318,145
Percent Change:	3.83%	-0.12%	2.94%	-7.38%	-5.60%	6.72%	1.76%	-4.16%	-6.61%	-11.76%	-12.29%	0.44%	-1.55%
Renewals	2,310	1,492	1,700	2,230	1,908	1,822	1,992	2,192	2,317	2,105	1,993	2,161	24,212
Network transfers IN	1,870	1,636	1,914	1,887	1,645	1,693	2,174	2,146	2,533	2,216	1,862	2,052	23,628
Network transfers OUT	1,384	1,115	1,038	1,199	1,089	1,012	1,221	1,114	1,388	1,177	1,003	1,170	13,910
Inter-Library Loans IN	30	28	17	34	28	41	34	58	66	64	49	71	520
Inter-Library Loans OUT	11	3	3	9	6	7	7	2	2	2	5	0	57
Reciprocal (NETWORK)	1,343	859	1,015	1,024	1,143	1,038	1,368	1,080	1,182	1,177	1,116	1,216	13,561
Reciprocal (NON-NETWORK)	2,435	1,962	2,024	2,214	2,373	2,298	2,577	2,627	2,321	2,216	2,331	2,663	28,041
Hold Requests	2,473	2,080	2,492	2,097	1,982	1,782	2,810	2,447	2,674	2,446	2,004	2,669	27,956
New Registrations	96	86	149	100	79	59	78	95	64	60	50	117	1,033
Total Reciprocal	3,778	2,821	3,039	3,238	3,516	3,336	3,945	3,707	3,503	3,393	3,447	3,879	41,502
% of Circ to Reciprocal	12.65%	12.33%	12.97%	14.16%	16.25%	16.31%	15.86%	15.42%	13.32%	15.00%	16.14%	13.91%	14.53%
Meeting Room Reservations	82	62	138	169	138	162	162	147	180	159	134	137	1,670
Days Open	21	21	25	26	22	26	29	28	31	28	27	26	310
Hours Open	184	178	219	234	186	222	223	215	247	224	215	230	2,577
Internet Users	646	549	666	622	554	577	639	657	711	629	620	679	7,549
Comp. Workshop Attendees	2	4	3	6	5	3	0	2	6	7	8	0	46
Comp. Workshops Offered	2	1	1	2	2	2	0	2	2	2	2	0	18
Adult Program Attendees	79	8	7	33	56	8	11	17	27	119	6	23	394
Adult Programs Offered	4	1	1	4	3	1	2	2	2	4	1	2	27
YA Program Attendees	86	33	26	58	8	0	29	66	8	17	0	1,948	1,948
YA Programs Offered	8	4	2	2	1	0	2	3	1	2	0	13	38
Children's Program Attendees	1,244	390	125	809	497	554	81	616	530	673	186	4,221	9,926
Children's Programs Offered	11	3	3	29	19	29	3	28	24	22	6	24	201
Computer Room Hours	101	109	96	98	107	119	123	138	142	159	171	163	1,526
Avg Circ Per Day	1,469	1,150	992	944	1,032	828	907	897	890	857	829	1,113	1,010

BOARD OF LIBRARY TRUSTEES

Our Members

It is with great sorrow, that the J. V. Fletcher Library Trustees note the passing of Board Chair Veronica Whitehouse. “Roni” was a passionate library supporter first elected to the Board of Trustees in 1995. She held the offices of Secretary and Chair during her nine-year tenure. As a Trustee, she was genuinely dedicated to all public library issues, volunteering her time, expertise and energy as a committed public servant. Her civic interest in library advocacy led to her zealous work on the Massachusetts Library Association Legislative Committee and to her position on the Board of Directors of the Massachusetts Library Trustee Association. At the time of her death, she was working on a presentation to promote Trustee Advocacy across the Commonwealth. In addition to her work with the Trustee Board, she was an active member of the Friends of the J. V. Fletcher Library, Inc. greeting members at each and every Book Sale. Veronica’s warmth, enthusiasm, follow-through and unselfish volunteerism on behalf of the civic good extended far beyond her library work – into the community at large and into the Commonwealth. Roni’s unstinting dedication and contribution to the J. V. Fletcher Library is celebrated and remembered here. As a result of Veronica’s death, Sandy Kelly was elected to serve as Trustee Chair for the remainder of her term. In July, at a joint meeting of the Library Trustees and Board of Selectmen, Marianne Fleckner was appointed to fill the board vacancy until May, 2005.

The Trustees would like to thank retired Board members Sam Frank and Paul Royte for their hard work and loyal dedication on behalf of the library. Sam’s vigilance as Treasurer and Paul’s diligence following the meetings of the Commission for Efficient Town Government kept our members well-informed and up-to-date with issues important to our members. We welcome our newest members Elizabeth “Liz” Adams and Jack Wrobel to the Trustee Board.

Annual Goals and Achievements

The J. V. Fletcher Library Board of Trustees outlined three major goals to accomplish during the year. The Trustees entered into an agreement with Judy Friewirth from NonProfit Solutions to address the Strategic Planning process. In May, the Board agreed to suspend their planning work until the town’s financial situation becomes clearer. This goal was replaced with an Advocacy Goal intending to increase library visibility with the Friends’ Advocacy Committee and the Long Range Planning Process. The Board met in November with Greg Pronevitz, Executive Director of the Northeast Massachusetts Regional Library System, for an overview of the long-range planning process and has established a timeline to begin the 2006-2010 Long Range Plan. In addition, Trustees monitored the progress of the Commission for Efficient Town Government for future impact on library services to the community.

The Personnel Subcommittee reviewed the evaluation process for the Director’s annual review, adopting a new evaluation instrument and including the reflections of outgoing Trustees. For the first time, the Trustees instituted three-year contracts with both the Director and Assistant Director.

Trustee Collections and Funds

The Board of Trustees engaged the help of a Financial Planner to consolidate Trustee assets and create a Benefactors' Fund to receive stock and securities gifts. The Board accepted a bequest from the Rita E. Miller estate in the amount of \$2,000. The Board directed these funds to the Ellen D. Rainville Continuing Education Fund for staff professional development and continuing education, in what seemed a fitting tribute to the late beloved educator. Trustees also used trust funds to send the Assistant Director and Head of Information Services to the American Library Association's Annual Conference in Orlando.

Board Activities

At the Fall Town Meeting the Board brought forth a successful article to appropriate an additional \$7,190 so that the library could meet its Municipal Appropriation Requirement and retain its state certification with the Massachusetts Board of Library Commissioners. Additionally, the Trustees proposed a resolution on the U.S. Patriot Act. Town Meeting passed the Resolution and Westford joined over 350 other cities and towns across the nation in opposing sections 215 and 218 of the Patriot Act. These sections permit the federal government to seize and inspect the library's records of books patrons have borrowed and of internet websites they have consulted without being informed of such searches.

In other business, the board appropriated funds to convert the Trustee Manual to CD and online format. This electronic resource will enable the members to access and maintain updated information in a more timely and efficient manner. The Board also monitors legislative and professional issues through active membership in the Massachusetts Library Trustee and Massachusetts Friends of Libraries Associations.

In Recognition

One of the pleasures of the Trustee's office is to recognize the wonderful library staff for their continuous and frequently long-term customer service. This year we wish to honor Mary Bowser and Dina Kanabar for five years, Pat Matheson for fifteen years and Mary Lacey for twenty years of dedicated employment. We also wish Mary a happy and healthy retirement. As always, the library staff continues to provide excellent programs, creative innovations and strong service on behalf of our community. Even our volunteers add immensely to the smooth daily operation of our busy facility. This year over 25 department volunteers and shelf readers contributed the service of more than one fulltime equivalent employee each week.

In Thanks

Not a year goes by when the Friends of the J. V. Fletcher Library, Inc. do not contribute tremendously to the betterment of the facility and its offerings. In difficult financial times these efforts are especially noteworthy. Friends fundraising, book sales and volunteerism continue to provide our patrons with museum passes, popular videos and rental books, equipment, computers, furniture, adult programs, holiday programs and the ever-popular summer reading programs. Our heartfelt thanks seems small in comparison to their contributions.

The Future

It is hard to believe that the “new addition” to the Fletcher Library is nearing 20 years in age; the facility and its collections are in constant demand, and the wear is showing. The carpets are now worn, furnishings need replacement, the stacks are tight, the heat pumps are beginning to fail and it is time to plan beyond our much loved and overcrowded building. The Trustees intend that our library continue to provide the quality service and level of commitment to our ever-growing town. A new Long Range Planning Committee will be assisting us, along with all Westford residents, in developing an itinerary for the future of library service in the Town.

Respectfully submitted,
Sandy Kelly
Chair

MASTER PLAN IMPLEMENTATION COMMITTEE

The Master Plan Implementation Committee (MPIC) is charged with providing the framework for the implementation of Westford's 1995 Master Plan, especially considering:

- open space protection
- controlling the rate, amount and type of growth
- paying for growth.

In 2004, the MPIC focused its efforts on formulating plans to update the 1995 Master Plan. Since the plan is nine years old, the Committee felt it is time to reassess where the Town wants to chart its course and reprioritize if necessary. In this nine-year period much has changed. A number of other unique plans dealing with open space, recreation, land use, Rte. 110 and others have been developed, and it is felt that actionable items in these reports need to be analyzed to ensure there is consistency with the Master Plan. In addition, input is needed to determine if the remaining uncompleted goals from the 1995 Master Plan are still valid and input is needed to determine other concerns facing the Town. The objective is a concise document embracing current town issues and goals that will guide town administrators, boards, committees, business and developers in coming years. Partial funding to move forward on this project was approved at the 2004 Special Town meeting in October.

The MPIC also worked to develop performance standards to better define the Town's requirements for future major commercial, retail and industrial developments. This project resulted from a charge given to the Committee at the 2003 Special Town Meeting. The proponents of the original effort to develop a commercial and industrial growth bylaw became members of the MPIC and assisted greatly with this effort. The performance standards were finalized and included on the 2004 Special Town Meeting warrant, but were not acted upon due to a lack of quorum. The performance standards will be placed on the 2005 Annual Town Meeting warrant.

The Committee was fortunate to have an infusion of several new members this year, and we regret the passing of a long-time member, Veronica Whitehouse. Roni was a valued member and contributor to the committee.

Respectfully submitted,
Mike Green
Co-chair

Fred Palmer
Co-chair

MONUMENT ADVISORY COMMITTEE

This year the committee was, for the most part, inactive.

Maintenance and seasonal preparations, to the town's monuments, continued as scheduled with the Parks Department oversight.

The preventative maintenance accomplished last year has kept the monuments in good shape during the harsh winters we have experienced.

The entrance to Veterans Memorial Complex was completed by Eagle Scout, Brian McNeil. Brian's Eagle Scout project was fund raise, procure, and install the sign, flag pole, lighting and landscaping. Brian, along with his fellow scouts and volunteers brought this project to completion on time and on budget. We profoundly thank them all for this effort.



Thanks to the Westford Highway and Parks Department, and School Department for the efforts to work with the committee to enhance the appearance of Westford's Monuments.

Respectfully submitted,
Paul F. Murray
Chairman

CENTRAL MASSACHUSETTS MOSQUITO CONTROL PROJECT

The Central Massachusetts Mosquito Control Project currently provides its services to 36 cities and towns throughout Middlesex and Worcester Counties. The Project's headquarters is located at 111 Otis Street, Northboro, MA. Tours of the headquarters or visits to field work sites may be arranged by calling the office in advance. Please call 508-393-3055 during business hours for more information. The Project practices Integrated Mosquito Management, blending state-of-the-art methods and techniques with expertise, experience, and scientific research to provide our member communities with environmentally sound and cost effective mosquito control.

During 2004 the Project:

- received 6,574 requests for service from town residents and officials.
- applied 5,587 pounds of Bti (*Bacillus thuringiensis israelensis*) by hand throughout our service area to wetlands to reduce the emergence of adult mosquitoes – representing over 2,317 acres of wetland.
- treated 30,761 catch basins with larvicidal product to control the mosquitoes that breed there, including the *Culex* mosquito, a major target for West Nile Virus transmission.
- cleaned 5,009 culverts in an attempt to eliminate unnecessary standing water and reduce mosquito breeding.
- cleaned, cleared and dug 134,951 feet of streams, brooks and ditches, almost 25½ miles of waterways.
- reclaimed three ponds, with 7,064 square feet of pond area restored.

The Mosquito Awareness Program, offered to elementary schools and other civic organizations in our district, has become very popular. Project staff meets with students, teachers or concerned residents to discuss mosquito biology, mosquito habitat, and control procedures. Much of the presentation is directed towards what children and their families can do to prevent mosquitoes from breeding around their homes. 1,844 students attended these programs.

As part of our effort to reduce the need for pesticides we continue to expand our wetlands restoration program. By cleaning clogged and overgrown waterways, mosquito breeding can be reduced and drainage areas are restored to historic conditions.

Bti mosquito larvicide is used to treat areas where mosquito larvae are found. We routinely check known breeding sites kept in our database, but also encourage the public to notify us of any areas they suspect could breed mosquitoes. Our field crews will investigate all such requests and treat the area only if surveillance gathered at the time shows an imminent threat of mosquito emergence.

Our goal is to manage all mosquito problems with education, wetlands restoration or larviciding, but we recognize that there are times when adult mosquito spraying is the only viable solution. In such cases specific areas are treated with either hand-held or pickup truck mounted sprayers if surveillance gathered at the time exceeds a pre-determined threshold to warrant an application. This program is offered on a **request-only** basis, and the exclusion process allows residents and/or town officials to exclude areas under their control from this or any part of our program.

The Project's surveillance program monitors adult mosquito and larval population density, and is the backbone for prescribing various control techniques. Specialized mosquito traps are deployed throughout the Project's service area to sample for mosquitoes that may be transmitting mosquito-borne diseases. In conjunction with the Mass. Dept. of Public Health we sample in areas suspected of harboring West Nile Virus and other viruses. 1,030 pools (collections) of mosquitoes totaling 8,280 specimens were tested for mosquito-borne viruses this year, and two pools of *Cs. melanura*, one each in Billerica and Wilmington, were confirmed to be infected with the EEE virus late in the season. Two horses in these towns were confirmed with EEE but no human cases were reported. No West Nile Virus was reported in birds, mosquitoes, horses or humans in 2004.

Educational pamphlets are available to anyone interested in learning about mosquito control and the services provided by the Project, and these items are routinely stocked in member Town/City Halls and libraries. Display boards with information on our program are rotated through area Town Halls throughout the year. We also have a website, **www.cmmcp.org** that has extensive information on mosquito biology, our control procedures, etc.

We would like to thank you for your support during 2004 and we look forward to helping you and your community with its mosquito problems in 2005 and beyond.

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

Nashoba is celebrating its 35th Jubilee and grand opening of the new building this year! Many events have been planned throughout the school year.

The school has added two new programs this year. Cosmetology started in September and Theatre Arts/TV Media will begin in January.

Description of Nashoba Valley Technical High School District

Nashoba Valley Technical High School is a regional technical school established in 1969 to serve high school-aged students grades 9–12. With a mission to provide the highest quality academic and technical education possible to prepare our students for their future success in a technology world, Nashoba has earned an impressive reputation for producing community leaders as well as providing community service. With an enrollment of approximately 600 students from seven communities, Nashoba Valley Technical High School offers career preparation in 18 technical programs including, but not limited to, pre-engineering, electronics/robotics, early childhood education, medical occupations and telecommunications.

SCHOOL DATA

Type: Public, regional, four-year vocational-technical high school

Accreditation: New England Association of Schools and Colleges.

College Board Code Number: 222-333

Faculty: 59 certified teachers

Pupil Teacher Ratio: 10:1

Three 12-week trimesters. Eight 45-minute periods set in a block schedule, five days per week. The school schedule alternates one week of academic classes with a week in a vocational-technical program for grades ten through twelve.

Student Enrollment: 10/1/04

Chelmsford	97	Pepperell	101	Westford	43
Groton	39	Shirley	50	Ayer	33
Littleton	27	Townsend	79	School Choice	79
Total Enrollment	548				

Vocational-Technical Programs

Auto Body Repair	Graphic Communications
Automotive Technology	Horticulture/Landscape Design
Banking, Marketing & Retail	Hotel/Restaurant Management
Construction/Cabinet Making	Machine Tool Technology
Cosmetology	Medical Occupations
Culinary Arts	Office Technology/Telecommunications
Dental Assistant	Painting & Decorating/Interior Design
Early Childhood Education	Plumbing/Heating

Electrical Technology
Electronics/Robotics

Pre-Engineering
Theatre Arts/TV Media (1/05)

MCAS INTENSIVE PROGRAMS

Nashoba has had an **MCAS Summer Program** for the last three years for incoming students and current students free of charge.

MCAS Academies in English and Math are provided for freshmen and sophomores during the school day.

Academic Success Center is an after school program for ninth through twelfth grade students focusing on individualized assistance in areas of weakness.

Individual Student Success Plans assigns students with a mentor who will identify areas of weakness and work with Academy Teachers, Success Center Tutors, and the student's regular academic teachers to help the student improve on these targeted areas. Tutoring sessions focus on improving students' achievement.

Eleventh Grade Academies allows any student needing to retake the MCAS exam the opportunity to attend an upper class English and Math Academy.

SPECIAL ACADEMIC PROGRAMS

College preparatory courses are available in all core subjects
Foreign language is offered all four years for interested students.

Dual Enrollment

Juniors who are eligible may elect to enter the Dual Enrollment Program and take their junior and senior year at a community or state college facility in Massachusetts or New Hampshire. Upon completion, they receive their high school diploma from Nashoba and one or two years of credit from the college.

Nine students in recent years have graduated with an Associates degree from college and their high school diploma at the same time. Also, individual study programs for talented students are directed to their area of excellence and higher pace for those students desiring it. In the 2003-04 school year our first student was granted early acceptance to Massachusetts Institute of Technology (MIT).

Tech Prep

Students enrolled in specific technical areas receive college credits while at Nashoba.

STUDENT ACTIVITIES

Nashoba sponsors an extensive program in intra-scholastic sports including varsity teams in ten high school sports with equal opportunities for both male and female students. Other extracurricular activities may include Student Council, National Honor Society, Yearbook, Students Against Destructive Decisions, Skills USA, Student Leadership, peer mediation, and many special interest clubs. *Nashoba does not charge user fees.*

Continuing & Community Education

Approximately 1500 adult students a year attend the Continuing Community Education Program in late afternoon and evenings at Nashoba.

The Kids Career Exploration Program

A free after-school program offering students in grades five, six, and seven an opportunity to explore career opportunities. Availability and programs are subject to change from year to year.

Summer Programs

Nashoba Valley's **Allstars Summer Program** is offered to 5th, 6th, and 7th graders in the area. Students enjoy outdoor adventures, sports programs, computer applications, graphics and academic enrichment.

Also "Jump Start" a program for incoming freshman students is offered to acquaint the new students with the school, programs, facility and staff.

Community Service Projects

Nashoba is unique in its construction programs. Students go out to district towns to work on community service projects. Rather than building one house a year, the students perform needed projects for the district towns. This program educates students in a real world setting, allows the towns the benefit of viewing Nashoba students at work and having a major work project completed without expending extra town tax dollars for capital improvement.

Administration

Dr. Judith L. Klimkiewicz	Superintendent
Mr. Victor Kiloski	Assistant Superintendent/Principal
Ms Carol Heidenrich	Director of Technology
Ms Melissa LeRay	Special Education/Testing Administrator
Ms Danya Sclar	Guidance/Admissions Administrator
Ms Diane Paradis	Director of Curriculum
Mr. Richard Coyle	Dean of Students
Mr. George Kalarites	Facilities Manager

School Committee

Samuel Poulten - Secretary	Chelmsford
Robert Joyce	Chelmsford
Ralph Hulslander	Chelmsford
Kevin McKenzie	Groton
Augustine Kish – Vice Chair	Littleton
Joy Dalrymple	Pepperell
Jerrilyn Bozicas	Pepperell
Al Buckley	Pepperell

Dolores Guercio	Shirley
Barbara Sherritt	Townsend
Irene Machemer	Townsend
Hajo Koester -- Chairman	Westford
Joan O'Brien	Westford

Alternates

Donald Ayer	Chelmsford
Sandra Proctor	Pepperell
William Foster	Littleton
Joshua Negrich	Townsend
Diana Greenwood	Westford

100 Littleton Road, Westford 01886
978-692-4711 - fax 978-392-0570

NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

The Northern Middlesex Council of Governments is a multi-purpose planning district and public body corporate, formed under state enabling legislation and governed by a policy board of local elected officials. Each of the nine member municipalities – Billerica, Chelmsford, Dracut, Dunstable, Lowell, Pepperell, Tewksbury, Tyngsborough, and Westford – is represented by a member of the Board of Selectmen or City Council, a member of the Planning Board and an alternate member appointed by each Board of Selectmen, or in Lowell, by the City Manager.

The Council maintains a staff of professional planners and technicians to assist in developing and implementing its policies. The Council meets monthly (usually the third Wednesday of each month) at 115 Thorndike Street, Lowell, and all meetings are open to the public. The Council acts seriously and deliberately to “make careful studies of the resources, problems, possibilities and needs of its district” and to “make recommendations for the physical, social, governmental or economic improvement of this district....”

Assessments upon the member communities are on an equal per capita basis and are used to provide the “local matching share” of various projects undertaken by the Council using State and Federal funds. These funds enable the Council to dedicate more staff time to projects than would otherwise be possible at the present level of local assessment (about 25 cents per capita). The Council’s FY 2005 budget includes \$69,227 in local assessments, which comprise approximately 13% of the Council’s total budget. Westford’s share of the local assessments is \$5,126.65.

Each year the Council devotes a large share of its efforts to transportation issues, in cooperation with the Federal Highway Administration and the Massachusetts Highway Department. Over the past year, the Council has continued to monitor and track the progress of the Route 3 North Transportation Improvement project. The Council has also assisted the Town and MassHighway in advancing the Pleasant Street Bridge project. The project was advertised in September 2004 and construction is scheduled to commence this upcoming spring. The Council has also assisted the Town in tracking the progress of the Bruce Freeman Bike Path. MassHighway opened the bids for the project in January and construction is slated to begin this Spring.

The Council staff is currently conducting a traffic study of the Route 40 corridor within the Westford. Funded through the Council’s MassHighway contract at no cost to the Town, the study will assess existing and projected operating conditions and will recommend improvements where appropriate.

Over the past year, the Council continued its traffic counting program, collecting over 100 counts at various locations throughout the region. Many of those were taken within Westford. This data is incorporated into a traffic count book and map that is distributed to local officials annually. Traffic count data is also available on the Council’s web site at www.nmcog.org.

The Council continues to provide assistance to the Lowell Regional Transit Authority (LRTA) in the following areas: obtaining Federal capital and operating assistance, marketing programs to improve ridership and revenue, statistical monitoring and analyses, and planning evaluation of

the LRTA's route structure and scheduling. Direct assistance with projects such as the relocation of the transit hub to Gallagher Terminal is aimed at improving the operating and financial efficiency of the transit system. Transportation services are available to Westford seniors through the Westford Senior Center. Westford's Road Runner service provided transportation to 7,700 riders in 2004.

The Council performs a statutory review role for those projects that come under the purview of the Massachusetts Environmental Policy Act (MEPA), that is, those projects which have environmental impacts that are deemed to be significant and/or require a state or federal permit. Over the past year, the Council staff has reviewed the following proposed projects within Westford: Westford Technology Park West, the Woodlands at Laurel Hill and Summer Village.

The Council, in cooperation with the U.S. Economic Development Administration, completed the 2004-2008 Comprehensive Economic Development Strategy for the Greater Lowell Region. The document provides a blueprint for addressing the economic development problems facing the region over the next five years. The CEDS document strives to achieve a balance between the implementation of economic development initiatives and maintaining the quality of life for area residents and businesses.

The Council, in cooperation with the U.S. Department of Homeland Security, Federal Emergency Management Agency and the Massachusetts Emergency Management Agency, also prepared a regional Pre-Disaster Mitigation Plan. The PDM Plan will maintain the region's eligibility for certain types of federal funds that can be used for implementing mitigation measures aimed at reducing and preventing losses from natural hazards.

Respectfully submitted,
Jim Silva
Councillor, Westford Board of Selectmen

Peter Fletcher
Councillor, Westford Planning Board

Robert Jefferies
Alternate, Westford Board of Selectmen

PARKERVILLE SCHOOLHOUSE COMMITTEE

The Parkerville Schoolhouse's focus continues to be its Living History program, which allows both Westford and area students to experience a typical school day of the early 1900's. This schoolhouse also serves as a meeting place for local organizations and private parties.

This year's accomplishments included extensive work in the Friends' Garden, with the installation of a granite bench dedicated to the late Mary Jane Plaisted, a founding member of the Friends. Also, the floor in the schoolroom was refinished. In addition, a website is currently being designed for the schoolhouse.



The Friends added a nostalgic touch to Westford's 275th Anniversary with a schoolroom float at the Apple Blossom Parade. Alumni were invited to follow in vintage cars. The school's historical collection continues to grow.

Under the auspices of the Friends of the Parkerville Schoolhouse, Inc., a town-wide mailing was conducted in October. The Board of Directors appreciates the continuing financial support of the townspeople. Although the town owns

and insures this building, all projects at the schoolhouse are done at no cost to the town.

Twenty-two third-grade classes, in turn-of-the-century dress, participated in the "Old School Days" field trip to the 1880 one-room Parkerville Schoolhouse in the spring. In the fall, three Acton classes enjoyed the curriculum. Mary Ellen Bakken, Barbara Hass, and June Kennedy volunteered their teaching services and look forward to continuing in 2005. An Open House in November also served as a reunion for those students who attended Parkerville Schoolhouse before its closing in 1929.

Many meetings and parties were held during the year. Volunteers have made seasonal decorations for the windows and offered help for cleaning. Currently, Westford Academy student Eva Parish offers community service to the Board of Directors.

There are tables and chairs to accommodate fifty people. The rent is reasonable. Townspeople are invited to call Heidi Hatke at 978-392-6827 to reserve the building.

The combined meetings of the Parkerville Schoolhouse Committee and Friends are normally held at the schoolhouse on the second Monday of the month at 7:00 p.m. If you plan to attend a meeting, call June Kennedy at 978-692-8924.

Respectfully submitted,

Roger Plaisted, President
Parkerville Schoolhouse Committee and Friends

PARKS AND RECREATION COMMISSION

The Parks and Recreation Commission acts as the policy setting committee for the department. The Commission is an appointed board comprised of 5 members and 2 alternates. The department has three major functions: recreation programming, parks and grounds maintenance, and cemetery maintenance and operations. There is a separate Commission for the cemetery operation.

Recreation Programs

A collaborative with the Westford Public Schools called the Westford Partnership for Children, was formed to offer after school enrichment programs. A survey was sent to parents in June 2004 to assess the needs for an enrichment program and the types of activities/classes to be offered. The program began in August with the start of school at three sites. Activities/classes are offered every two months and enrollment is ongoing. Some of the activities offered have included art (drawing, painting, collage), crafts, reading/writing, science, math, chess, music, sports, French, Spanish, Tae Kwon Do, keyboarding, theater skills, homework, and scrap booking. Special programs are offered on Parent/Teacher Conference days, early release days, February and April vacations. It is anticipated the program will be offered at additional school sites with the start of the 2005 school year.

In addition to the over 400 programs offered, new programs were added in archery, Tae Kwon Do, children's fitness, flag football, kayaking, and adult tennis league. The department sent Sandra Habe and Bill Denzel to become certified by the US Archery Association as instructors. Archery was offered in the summer and fall. The program was very successful with full enrollment in all sessions. Additional instructors will be certified in the future.

The flag football program offered in the fall was organized and directed by Mike Mendes. The National Football League supports community-based flag football programs by providing footballs, rules, and guidelines. All 61 participants received an official NFL shirt.

Participants once again had an enjoyable time on summer break in the popular Kids Club, Kids Club Jr., Track and Field, Center Stage Theatre, and basketball programs. The department added weeklong soccer, basketball, and field hockey programs. Teens enjoyed a new tennis league and beach volleyball program.

The department has an extensive tennis program and received a \$2,000 grant from the United States Tennis Association. The grant was used to assist in hiring USTA professional instructors. A backboard was purchased and is to be installed at the Robinson Courts. Head Teaching Professional Donna Holmes is looking to expand the existing tennis offerings and to host a town wide fall tournament.

Parks and Grounds

The Parks and Grounds crew maintains over 40 acres of town properties, including fields, town common, town hall, library, monuments and beaches. During the winter months, in addition to snow and ice removal the crew sets up and maintains an outdoor ice skating rink in the Edwards Beach parking area.

Through Chief Robert Welch and Captain Edward Cossette of the Westford Police Department arrangements were made with the State Correction facilities for a group of prisoners to assist with clean up after the winter, leaf removal, and beach preparation in the spring. The inmates are on pre-release program, and are well supervised.

Several individuals completed community service for the department. Work was completed in various maintenance related projects including painting and grounds maintenance.

Major fence repair work took place at the seven ball fields at American Legion Field in Graniteville, at VFW softball field in Forge Village, and Captain Stephen Hamilton ball field in Nabnasset.

This was the first full year for the implementation of an agreement with the various sports organizations to contribute to the cost of field maintenance. The sports organizations offer team sports competition at various levels and as the principal users of fields, have agreed to pay to help maintain the fields. Additional field space is needed to accommodate the growing sports offerings and to properly maintain safe playing fields.

The restoration of a portion of Jack Walsh Field took place over the summer. Additional material and seeding took place as well as repairs to the irrigation system. The project was the first step in an ongoing plan to improve the grass of the heavily used turf areas.

The resurfacing of the Cameron basketball courts took place in late fall. The project was made possible through a fundraising effort lead by Pam Ricard, her son Adam, a great deal of help from Seniors at the Cameron Senior Center, and assistance of the Westford Friends of Recreation. The courts are scheduled to be lined and painted in the future.

Department Information

A brochure is mailed to residents in the fall, winter, and spring/summer listing program/activity offerings. The brochure also lists contact information for the various sports organizations. Information is available on the department's website www.westfordrec.com. Information on sports organizations is available through www.westford.com/sportsandrecreation.

The Commission would like to thank Julia Lavelly for her participation and service to the board. We wish Julia and her family well in their new community.

Respectfully submitted,
Fred Callahan
Chair

PERMANENT SCHOOL BUILDING COMMITTEE

John A. Crisafulli School

The committee successfully closed out this contract and final documentation is being assembled for the audit to be performed by the state School Building Assistance Program.

Rita Edwards Miller School

The committee successfully closed out this contract and final documentation is being assembled for the audit to be performed by the state School Building Assistance Program.

Stony Brook School

Punch list completion has continued at a disappointing pace and the committee is now in the process of preparing to assume completion of many items utilizing retainage funds currently withheld from the Contractor. The committee advertised and awarded a contract for the installation of stage lighting and rigging for the auditorium. This work was completed by the end of the year. The committee voted to return Care, Custody and Control of the entire project to the School Committee.

Clerk of the Works John Volkert officially ended his services for the committee on December 31. The Permanent School Building Committee and the Town of Westford have been fortunate to have such a dedicated person helping us watch over our projects.

The committee has a goal of completing its work prior to the May 2005 Town Meeting, except perhaps completion of audit documentation.

Respectfully submitted,
Kenneth Morgan
Chairman

PERMANENT TOWN BUILDING COMMITTEE

The charter of the Permanent Town Building Committee is to review, recommend, plan and implement any construction or renovation activity to town buildings, except for those under the purview of a School Building Committee.

The Committee completed interviews with each town department head to ascertain immediate and long term physical space needs for their departments. We evaluated existing and anticipated vacant town-owned building space with a view toward accommodating the immediate and longer term needs that were identified through the interview process. In the near term, the most pressing need is for additional space for Town Hall staff to alleviate overcrowding of personnel and a shortage of storage space. Our report with recommendations will be submitted to the Selectmen shortly.

The Committee is currently working with Library staff to complete the historical preservation of the façade funded by the Community Preservation Committee (CPC) and approved by Special Town Meeting in the fall.

Also, the Committee has begun the process of creating a feasibility study for a new Senior Center. This study was approved at the October 18, 2004 Special Town Meeting. We have held a preliminary meeting with key representatives of Westford's seniors and will be working closely with them on an RFP.

The Committee has just completed its first full year of existence and looks forward to working from its experience to provide Westford with the buildings necessary to house the Town's vital community services in as efficient and cost-effective manner as possible.

Respectfully submitted,
Karen Cavanagh
Chair

PLANNING BOARD

The Planning Board is pleased to present this account of the significant events and activities of the Board for 2004.

The Board undertook some regulatory duties and revised and updated elements of the Subdivision Rules and Regulations to bring them in line with current standards and practices. Revisions include tightening drainage requirements to meet new DEP storm water regulations, revising application submission requirements and formalizing current town practices and standards. Additionally, the Planning Board's fee structure was revised to adequately reflect the cost of Application review from the Board and various Town Departments.

A Commercial and Industrial Growth Management Bylaw was presented to the Town on two occasions. Concerned residents submitted the initial bylaw as a petition article. This petition article was deferred with a recommendation that the petitioners work with the Master Plan Implementation Committee to include a broader Town perspective on the bylaw. After much work and rewording the revised bylaw was presented again at the Special Town Meeting. On this occasion it was not voted upon due to a continuance of the Town Meeting and a subsequent lack of quorum.

Even in consideration of the economic downturn experienced across the country the number of applications and filings with the Planning Board remained constant. Although the Growth Management Bylaw has limited residential growth in town, Westford still saw four definitive residential subdivisions before the Board and an amendment to an existing subdivision. These subdivisions each propose three lots or less per application. Much of the residential development focus turned from regular subdivisions to Chapter 40B affordable housing applications to be reviewed by the Zoning Board of Appeals, with Planning Board input.

The Planning Board's contribution to affordable housing was the permitting of a fifteen unit affordable housing project located in the Veterans Memorial Complex (formerly Stony Brook Center) as presented to the Town by the Westford Housing Authority. This was the final development component as outlined in the Stony Brook Master Plan.

The ongoing review of a 725,000 square foot office space development at the Westford Technology Park continued throughout 2004. The Route 225 Connector Road, a major part of the Westford Technology Park application, was deemed unacceptable by Natural Heritage following the determination of the impact of the project on adjacent vernal pools and Blanding Turtle habitats. The focus of the project has now turned from the preferred Connector Road option to the Route 110 Improvements option.

An application for the development of the Wyman's Beach property was submitted and is currently being reviewed. The proposal includes 286 seasonal cottages, a recreation hall and a kiosk style restaurant. A number of special permits and variances are required for the project in addition to the site plan review by the Planning Board.

PLANNING BOARD APPLICATION SUMMARY 2004					
Type	Status				TOTALS
	Approved	Denied	Withdrawn	Pending	
Senior Residential Multifamily Development	0	0	0	0	0
Site Plan	7	0	0	3	10
Special Permit (Common driveway)	0	0	1	0	1
Special Permit (Earth removal)	0	0	0	0	0
Special Permit (Flexible Development)	1	0	0	0	1
Special Permit (Open Space Residential Development)	0	0	0	0	0
Special Permit (Major Commercial Project)	0	0	0	0	0
Special Permit (Mill Conversion)	0	0	0	0	0
Special Permit (Shade Tree Removal)	0	0	0	0	0
Special Permit (Scenic Road)	0	0	0	0	0
Special Permit (Water Resource Protection)	3	0	0	4	7
Special Permit (Wireless Communications)	1	0	0	0	1
Special Permit (Signs)	1	0	1		2
Subdivision	2	0	0	3	5
Subdivision, preliminary	1	1	0	5	7
Subdivision Approval Not Required	13	0	0	0	13
TOTALS	29	1	2	15	47

Other commercial development included a 23,000 square foot retail office building on Groton Road, an amendment to the Kimball's Farm storage and food preparation area, the addition of a dish on an existing cell tower and an upgrade of the septic system at the Westford Valley Market Place to a wastewater treatment plant. A number of Preliminary Subdivision applications for commercial properties along Route 110 have been submitted for review in response to the proposed Commercial and Industrial Growth Management Bylaw.

The Board would like to thank all of the review Departments, Commissions and Boards for their valued input into projects.

Respectfully submitted,
Mike Green
Chair

POLICE DEPARTMENT ROSTER

Chief of Police

Robert M. Welch, Jr.

Deputy Chief

Thomas M. McEnaney

Captain

Edward A. Cossette

Lieutenants

Edward P. Rochon, Jr. – Administrative Division
Victor F. Neal, Jr. – Court Prosecutor/Operations Division
Joseph J. Roy – Operations Division
Walter R. Shea – Operations Division
Joseph A. Shields – Special Services Division

Patrol Sergeants

Hervey P. Cote
Ronald L. Paulauskas
Donald H. Pick

Marc T. Proia
Stephen F. Timothy

Patrol Officers

Julie A. Beaudoin
Michael E. Croteau
Joseph Eracleo
Megan E. Guthrie
Derek P. Hartley
John-Allen Haslam
Scott J. Hyder
Michael J. Jelley
Steven E. Keins

William G. Luppold, Jr.
Gregory D. Marchand
Patrick J. McCarthy
James P. McCusker
Daniel J. O'Donnell, Jr.
James D. Peloquin
Christopher D. Ricard
Joseph A. Walker
David M. Welch

Special Services

Det. Mark P. Chambers
Det. David S. Connell-K9
Det. Kenneth C. Delaney

Det. Christopher B. Lenney
Det. Michael J. Perciballi
Det. Dennis A. Rogers

Telecommunicators

William Duggan
Byron J. Lane
Andrew Sherman

Timothy H. Whitcomb
Michelle Wright

Office Personnel

Jo E. Cobleigh
Jean F. Guthrie

Linda K. Zarzatian

Custodial

Christopher J. Luck

POLICE CALL LOG

Arrest	154
Arrest Juvenile	10
Protective Custody	12
R.O.Violations	9
Accident MV-Fatal	1
Accident MV-Injury	69
Accident MV-No Injury	511
Accident-Industrial	7
Accident-Other	1
ACO call out	29
Alarm	1010
Ambulance	936
Animal Cruelty	8
Animal Stray	36
Animal/MV Collision	24
Animal-Vicious	6
Annoying Opposite Sex	4
Assault-Felony	1
Assault-Simple	7
A&B Physical	10
A&B Weapon	4
Assist Motorist	4
Bank Escort	63
B&E Attempt	9
B&E Forced	35
B&E Unlawful Entry	7
B&E Unfounded	2
Bomb Threat	1
Building Found Open	78
Bylaw Violation-Cars	13
Bylaw Violation-Dogs	13
Bylaw Violation-Drinking	1
Bylaw Violation-Other	15
Child Abuse	1
Child Neglect	1
Commitments	16
Counterfeiting	2
Disorderly Conduct	3
Disturbances	353
Disturbing the Peace	2
Domestic	134

Drugs-Other	9
Drugs-Possession	17
Drugs-Sale	1
Firearm Violation-Discharge	9
Firearm Violation-Possession	1
Fire-Alarm	205
Fire-Building	23
Fire-MV	12
Fire-Other	109
Fireworks Violation	18
First Responder	26
Fraud	17
Funeral Escort	2
General Offenses	5
General Services	447
Harassment	15
Health Hazard	21
Indecent Exposure	3
Injury to Property-Private	171
Injury to Property-Public	25
Investigation	4
Larceny	227
Larceny Attempt	9
Larceny by Check	16
Larceny by Credit Card	14
Larceny from MV	37
Larceny MV-Auto	7
Larceny MV-Truck	2
Liquor-Possession	6
Liquor-Sale Minor	1
Liquor-III Sale	2
Lock Out	353
Lost Child	7
Message Delivery	31
Missing Person	25
Mutual Aid	99
MV Abandoned	14
MV Citations	3742
MV Disabled	248
MV Violations	460
Officer Wanted	4
Order Served	37
Property Found	111
Property Lost	60
Property Recovered	13
Property Insecure	21

Prowler	10
Rape-Attempt	1
Receiving Stolen Property	1
Record Check	5
Removal Animal	65
Repossession	14
Robbery-Attempt	1
Robbery-Firearm	1
Robbery-Knife	1
Robbery-Unarmed	2
Rubbish Disposal	27
Safety Hazard	84
Search Warrant	5
Security Check	38
Sex Offense-Other	11
Shoplifting	6
Stolen Property Received	1
Sudden Death	8
Suicide Attempt	10
Summons Served	112
Surveillance MV	11
Surveillance Person	30
Suspicious MV	189
Suspicious Person	145
Telephone 911 Hang Up	418
Telephone 911 Non Emergency	245
Telephone 911 Other	47
Telephone Harassment	0
Telephone Obscenity	0
Threatening	25
Traffic Control	1
Traffic Hazard	166
Transportation	23
Trespassing	38
Truancy	5
Vicious Animal	6
VIN Check	8

WESTFORD PUBLIC SCHOOLS

The Westford Public School system continues to experience the rapid growth in student population that has characterized the town over the past decade. The October 1, 2004 student enrollment report totaled 5140 students with 1250 registered in preschool through K-2 level, 1255 at the elementary 3-5 level, 1234 at the middle school 6-8 level and 1401 at the high school 9-12. Enrollment data shows the system has experienced an average increase of 173 students over the past eight years with an additional 130 students projected for the 2005-06 school year. Thanks to the leadership of the Permanent School Building Committee, teachers and students have nicely settled into modern facilities including the Crisafulli Elementary School serving 456 students in grades 3-5, the Miller Elementary School serving 397 students in grades K-2 and the Stony Brook Middle School serving 645 students in grades 6-8. The school community is certainly benefiting from the foresight and wisdom exhibited by community members of yesteryear. Modern facilities positively impact teaching and student learning.

High student achievement continues as a primary focus of the school district and I am pleased to cite specific evidence of continued strong performance by Westford students. The number of students participating in the SATI program increased from 85% in 2001 to 94% in 2004 while the average verbal score increased from 556 to 566 and the average mathematics score increased from 574 to 583. Strong participation and improved scores on the SAT2: Subject Tests were observed in English Writing (638), English Literature (654), Math Level 1 (628), Math Level 2 (682), American History (633), French (638), Spanish (634), and Physics (660) all with average scores above 600.

One hundred twenty-eight (128) students took 214 advanced placement exams with 89.3% of scores qualifying for college credit. This represents a 23 student increase in participation over the previous year. The ratio of exams taken to high school enrollment, a common measure of school system strength, improved to .66. The school system intends to focus greater effort on accelerating participation and performance on AP assessments. The strongest performances were recorded in advanced placement English Literature/Comprehension, US History, Calculus AB, Computer Science, Biology and Psychology. Ninety-six percent (96%) of Westford students in the class of 2004, planned to continue their education at either a two or four-year college.

The *Boston Globe* ranked public school districts on their average rank on all MCAS tests taken Spring 2004. The ranking included all school districts: regular, charter, regional, and vocational. For each of the 10 tests, districts were ranked on the percentage of students reaching proficient or better by combining the "advanced" and "proficient" students into a single figure for each test, then by calculating an average rank for all tests. The two lower levels on the state scoring system are "needs improvement" and "warning/failing." The tests were reading (grade 3), English (4, 7, 10), math (4, 6, 8, 10), and science (5, 8).

This past year, the Westford Public Schools ranked 13th out of approximately 373 school districts. Particularly strong performances were exhibited in tenth and eighth grade Mathematics and elementary and middle school Science and Technology.

Building upon completion of the Westford Public School curriculum, district educators will now proceed with the development and implementation of a comprehensive assessment program and the utilization of data to improve the delivery of instruction and student learning. Another goal for the 2004-05 school year will be the facilitation of more effective and more frequent dissemination of school system information and promotion of greater two-way communication on school system issues through a pervasive process of public engagement to inform and empower constituents. The system will strive to develop a comprehensive, accurate and informed FY06 budget process that effectively meets the needs of the school system and that monitors implementation of the FY05 budget. Finally, the school system will assess operational efficiency and identify potential areas for improvement and savings. Through the mutual efforts of the entire school community, the district strives to uphold its values and meet our district goals.

Experienced teachers continue to participate in professional development designed to guide and support the successful implementation of new and extended programs. Through negotiation the school system offers internal professional development opportunities to experienced teachers through the "University of Westford" program. Once again, the 65 new teachers hired for the 2004-05 school year were supported through professional development opportunities, a two-day teacher orientation program, a teacher-mentor program, curriculum coordinator support and formal and informal school administration support and supervision.

Progress toward excellence continues to be guided by a school system mission that pledges to provide an excellent education to all students in the community by engaging students in a challenging learning environment to prepare them for the political, economic, social, and technological challenges of a rapidly changing world. Furthermore, the system pledges to develop in students the skills and attitudes necessary to enable lifelong learning, to exercise sound judgment and to become responsible, contributing members of society. The Westford Public Schools endeavors to create an environment of mutual respect, courtesy and responsible behavior.

National and state mandates, increases in student enrollment with associated increases in staff, and school system growth have placed unprecedented financial pressures on the school system and town. During these trying times, the school administration wishes to thank the joint efforts of the Westford community, the School Committee, the Board of Selectmen and the Finance Committee for their continued commitment to the children of Westford. This support is essential to enabling us to effectively educate the next generation of Westford citizens. Thank you!

Respectfully submitted,
Stephen C. Foster
Superintendent of Schools

OFFICE OF CURRICULUM AND INSTRUCTION

The Office of Curriculum and Instruction supervises a coordinated approach to curriculum and instruction to all students in the Westford Public Schools. The district's curriculum, aligned with the Massachusetts Curriculum Frameworks, is continually examined to ensure a solid basis for student learning. The frameworks are used as a foundation to build a rich and challenging program for all Westford students that extends beyond the state's mandates. Newly designed curriculum, based on best practices and current research, professional development for all staff, and identification of alternate funding sources focus our attention.

This year, the curriculum task committees in the areas of The Arts, English/Language Arts, Foreign Languages, Health/Wellness, History/Social Science, Mathematics, and Science/Technology Engineering, working with classroom teachers, developed end of grade/ end of year benchmarks that all students are expected to attain. These benchmarks are available to the public both in hard copy at the Office of Curriculum and Instruction and on the school district's website. In an effort to communicate with parents and the community at large, a curriculum handbook, K-12, also is available in hard copy in all of the schools, at the public library, and on the school's website.

The English/Language Arts curriculum includes a variety of reading and writing experiences that provide students with the tools they need to be effective communicators. At both the elementary and secondary levels, instruction is targeted at the four framework strands of language, literature/reading, composition, and media. Our emphasis has been on piloting a comprehensive writing program that will strengthen writing in the language arts curriculum as well as across all curricula areas.

Teachers new to the district were trained in our standards-based math curricula, Investigations in Number, Data, and Space and The Connected Math Project. Curriculum handbooks were updated to include necessary supplemental instruction. At Westford Academy, a BC Calculus course was offered to students and textbooks in honors geometry and honors algebra II were replaced.

Our science department continues to offer a hands-on, inquiry-based curriculum that promotes active student participation in the learning process. At the secondary level, a study was conducted to determine the best sequencing of science course offerings. Our Living Lab initiative continues to thrive with 3rd grade involved in a geology unit. The recommendation to adopt biology for all 9th graders was accepted and will be implemented in the 2005-2006 school year.

The History/Social Science framework continues to be examined and new instructional materials have been purchased at some grade levels to align the Westford curriculum to the new state framework document. Teachers at Westford Academy have compacted the 9th and 10th grades curriculum into a year and a half of instruction, while expanding the US History curriculum into the 10th and 11th grades.

Foreign Language Department examined the current configuration of language instruction and created a Foreign Language Exploratory Program for all beginning students in grade 6. This new approach to foreign language will allow students to make an educated selection of the foreign language that they wish to study in middle school.

Each of Westford's schools has a school library that plays a dual role of promoting reading abilities and appreciation and of developing students' information literacy and research skills. Every year the collections are assessed and upgraded in order to insure that a diverse selection of engaging and relevant fiction and non-fiction works are available to the growing number of students. Each school is served by a licensed school librarian (these are part time in the elementary schools) who manages the library and works with teachers and students in developing the important research skills that students need for success in school, college and beyond. Westford's school libraries operate under a long range plan that has been approved by the Massachusetts Board of Library Commissioners.

At all grade levels, technology is used to support students in attaining the objectives of the Westford curriculum. The range of technology skills that students acquire—from basic word processing and creating simple presentations in grade one to sophisticated media creation and mathematical analysis at Westford Academy—are applied to subject matter learning within a meaningful curriculum context. This integration of technology into the curriculum requires ongoing professional development for educators as well as readily available technical and integration support for all staff. Each school's instructional technology specialist who works with teachers to prepare and teach technology-infused classroom activities provides just-in-time professional development and support. In addition, the University of Westford program offers in-depth courses to teachers who wish to expand their repertoire of technology-based teaching strategies. Technical support by the school system's network manager and technicians is coordinated through the Town-School Help Desk.

In March, a full day of professional development activities was designed and conducted by teachers and the Professional Development Task Committee, offering a menu of choices to the staff. This differentiated approach to professional development was utilized to allow staff to choose activities which best met their own curricular and instructional needs. The University of Westford initiative, a program in which teachers can elect rigorous, graduate level courses within the school system, has created additional venues to meet the professional development needs of our staff. Our annual training workshop was held for all School Council members in the late fall.

These curricular and instructional initiatives have been undertaken in an effort to continuously improve student achievement in the Westford Public Schools. The level of support provided by the townspeople continues to be greatly appreciated. It is through this partnership that we are able to provide a curriculum that embraces high expectations for every student in the Westford Public Schools.

Respectfully submitted,
Lorraine Tacconi-Moore
Director of Curriculum and Instruction

SPECIAL EDUCATION

Special Needs programming in Westford Public Schools continues to meet the diverse learning needs of handicapped children. We are blessed with a dedicated and well-trained staff of special educators who work tirelessly to develop new and innovative methods for teaching special needs children. For example, much time this year was devoted to working with the Team Chairpersons and building Principals on establishing more effective pre-referral strategies and classroom accommodations in reading, writing and math. Teachers from each elementary grade assembled a set of accommodations for each grade. All but the fifth grade accommodations are complete. As a result of the reading instruction study, a follow-up study was conducted to take a closer look at the assessments used to measure student progress in reading. Staff at both middle schools and Westford Academy meet to determine best practices for regular classroom teachers in order to accommodate the individual learning needs of special needs students. Specific modifications with regard to length of assignments, time allotment, type format, and alternative assessments were discussed. It was agreed that the special needs inclusion teacher should work collaboratively to teach content subject teachers how to differentiate instruction and assessment.

Much time was also spent developing an educationally sound and cost effective special needs FY05 budget. A review of the two potentially most costly line items, out of district tuitions and transportation, indicates Westford spends hundreds of thousands of dollars less for these services compared to similar communities. This is due to our effectiveness at creating new and innovative programs for children with complex learning and medical needs. The principals and classroom teachers should be recognized for their support and commitment at keeping challenging children in their buildings. The parents of these children should be acknowledged for giving us a chance to work with their children and to keep them in their neighborhood schools. We continue to save money by managing our own special needs transportation program. It is understood that Westford will have financial constraints for years to come, but it is reassuring to the school committee and citizens to know that the special needs department will continue to provide quality services to handicapped children in a fiscally responsible manner without compromising the learning potential of the children.

The special needs department was awarded \$642,748 under P.L. 94-142 for the 2003-04 school year. The monies were utilized to continue funding one school psychologist, three full time and one .5 occupational therapists, a .5 speech/language therapist, one special needs teacher, and five teaching assistants. Additional monies were used to fund home based and behavioral training services to autistic children, and direct services to several children with vision and hearing problems. We also received \$20,582 in early childhood monies to fund a teaching assistant in our integrated preschool program, monthly screenings within the community, and several workshops on early childhood development for parents. Grant monies were also used to fund numerous in-service training programs and analyzed current practices of reading interventions, and designed a reading instruction worksheet to increase the precision of pre referral support services and consistency between schools. A number of middle school staff met over the school year to research and to develop a comprehensive reading program for special needs students.

The circuit breaker program was enacted by the legislature four years ago as part of a series of amendments to the state's special education law. The program's goal was to provide additional state financial assistance to school districts for high-cost special education placements. Under the circuit breaker, state assistance is provided for all high-cost special education students, regardless of their type of placement. The estimated FY04 circuit breaker reimbursement was at 35% for each student that exceeds four times the statewide average per pupil foundation budget or \$29,320. Westford anticipates receiving \$89,000 for FY04.

We continue to develop new programs to accommodate an ever-changing student population by developing our own in house services, and reducing the need to send students out of district to attend private schools keep down program costs.

The special needs Parent Advisory Council sponsored several informational and training opportunities for parents funded with grant monies..

Kindergarten screening was held in September and October 2003 with a total of 371 children participating. Robinson completed 3 re-screenings, and Miller re-screened 6 and Nabnasset 4. Only two children were referred immediately for a special needs evaluation from the Kindergarten screening. Often it is best to wait until the classroom teacher has had more opportunity to with a child before making a referral.

Finally, there were 152 Initial team meetings during the 2003-04 school year, 5 more than the previous year. Of the 152 referrals, 72 children were found eligible for special needs services, and 80 did not meet the criteria for special needs. In order to be found eligible, the evaluation team must conclude that the child has a disability, that the child is not making effective progress in school because of a disability, and that the child requires specialized instruction in order to access the curriculum and make progress in school. We are proud of the strong instructional support services available to all children in each school. In conclusion, the special needs department was proud to provide services to 554 children in 2003-04.

Respectfully submitted,
Kevin Dwyer
Director of Special Education

HEALTH SERVICES DEPARTMENT

Westford Public Schools

A school nurse at each Westford school and two school nurses at Westford Academy provide school health services for all students. The Essential School Health Services Grant from the Massachusetts Department of Public Health funds a part time nurse administrator and a part time substitute nurse. In addition, two part time technicians conduct state mandated hearing, vision, height and weight screenings.

Westford school nurses provide direct care, health education, administrative case management, policy/program development and oversight-on behalf of students whose health needs range from routine to serious and complex. School nurses are responsible for: first aid and episodic care of students and staff; immunization surveillance and immunization administration in collaboration with the Westford Board of Health; medication administration; maintenance of health records; health education for students, staff and parents; and referral for health care and health insurance.

School nurses work with children who have, or are at risk for, chronic, physical, developmental, behavioral and emotional conditions. These children have conditions causing limitation in function, activity or social role or requiring dependency on medication, special diets or personal assistance. June 2004 data revealed a total of 1071 students with special health care needs. The following is a partial list of physical/developmental conditions from the School Health Services June 2004 data:

• Allergies:	Food allergies	103
	Bee sting allergies	45
	Latex allergies	10
• Arthritis		5
• Asthma		437
• Cancer		5
• Cardiac conditions		36
• Diabetes		10
• Migraine headaches		34
• Cerebral Palsy		6
• Spina Bifida		2
• Seizure Disorder		18
• ADHD/ADD		192
• Depression		37

In response to the rise in numbers of students with food allergies in Massachusetts schools, the Department of Education collaborated with The Asthma and Allergy Foundation of New England to develop guidelines for the management of life threatening allergies in schools. To view or download these guidelines, Managing Life Threatening Food Allergies in Schools go to the MA DOE website: <http://www.doe.mass.edu/cnp>. In accordance with the DOE Guidelines,

school nurses develop an Individual Health Care Plan, a Medication Administration Plan and an Allergy Action Plan for each student with a life-threatening allergy. In addition school nurses train school staff on the administration of Epi-Pen.

In collaboration with the Westford Board of Health School, nurses oversee the new Automated External Defibrillator (AED) program in schools. AEDs have already been installed at Westford Academy, Blanchard Middle School and Stony Brook Middle School. The Westford Academy Class of 2003 and the Westford Academy Athletic Boosters donated funds for the three AEDs placed at Westford Academy.

School Nurses are grateful for the continuing community support that enables them to provide quality health services to students and their families, as well as, school staff.

Respectfully submitted,
Lee Thurston, RN, MS, NCSN
Nurse Leader

FACILITIES & OPERATIONS

The funding for school facilities' maintenance activities declined in the 2003-2004 school year, although our gross square footage significantly increased. Between Fiscal 2003 and Fiscal 2004, the school system's maintenance appropriation decreased from \$.95 to \$.75 per square foot. However, the maintenance needs of our older facilities required that we accomplish several important improvement projects.

At the Day School a boiler, original to the building's construction, was replaced with a new boiler of significantly higher efficiency. This boiler will also improve the reliability of our heating plant at the school. A new emergency generator was also installed at the Day School. This replaced the generator that was installed when the school was newly constructed in the 1960's. Many repair parts for the original generator were no longer available.

A significant redesign and repaving of the Day School driveway and parking lot were also accomplished. This redesign, within the existing site limitations, allowed the parking lot capacity to be increased by 50 additional parking spaces.

Several important projects were also completed at the Abbot School. The septic treatment plant construction was finished and the plant was tested and approved for operation. This plant will service the Abbot and Millennium buildings and will importantly service the municipal buildings in the center of Town. This will allow flexibility in future expansion of municipal buildings such as the library.

With the installation of new thermally efficient windows at the Abbot School, it was important that we remove the window mounted air conditioners that provided the administration offices and computer lab with cooling during the summer months. These units were replaced by a centralized cooling system which was also confined to the office area and computer lab. A final Abbot improvement project involved the replacement of worn carpeting in five classrooms.

At the Robinson School new handicap accessible bathrooms were designed and constructed in the main hallway. We were able to easily tie-in to the existing lavatories and provide these much needed facilities at a relatively low cost. Our facilities are periodically inspected for accessibility during the State's program audit process. Facility accessibility is important, not only to students, but to our staff, parents and community members.

Throughout the year, a few preventive, and many corrective maintenance projects were accomplished in all of our schools. We continue to enjoy a reputation of having very clean, well maintained schools. Our thanks are extended to all who have helped provide the funding for our maintenance activities. We must also thank our custodial and maintenance staff, and the student helpers we hire during the summer, for the hard work, and pride, that they exhibit throughout the year.

Respectfully submitted,
Everett V. Olsen, Jr., Assistant Superintendent

ABBOT AND NABNASSET ELEMENTARY SCHOOLS

The Abbot and Nabnasset Elementary Schools worked even more closely this year due to budget reductions that required both schools to share faculty and resources. This sister school partnership has strengthened communications between the schools, made transitions for students smoother, and has improved the coordination of programs.

Curriculum and Instruction

At Nabnasset, assessment continued to inform instruction as teachers administered informal and formal reading and math assessments. Post Developmental Reading Assessment scores and the Degrees of Reading Power scores showed significant student growth. Students in all grades took the new end year benchmark assessment in mathematics. Throughout the year, staff members participated in a book group to discuss the primary writing series by Lucy Calkins. These teachers reflected upon their writing practices and shared ideas for refinement. Several second grade and multiage teachers implemented a new spelling program and provided feedback to the curriculum office. Teachers worked diligently to revise writing rubrics to align with the standards-based report and descriptors. Alphasmarts and proscopes were used to integrate technology into the curriculum. Lastly, second grade students were invited to participate in lunch bunch books groups led by the Library Media department to read and discuss different chapter books.

At Abbot, the focus was aligning the history and social science curriculum to the new curriculum frameworks. Under the direction of the curriculum office and the History and Social Science Task Committee, teachers spent time during early release days and professional development days to design new lessons, units, and assessments for the new curriculum topics. Abbot teachers integrated simulations and hand-on lessons into the curriculum by going on field trips to Parkerville Schoolhouse and Sturbridge Village as well as designing an "Immigration Day" for our fourth grade students. Lastly, teachers also implemented a new piece to the English/Language Arts curriculum by implementing a reader's handbook from the Write Source Group. Teachers received training during the year under the direction of the K-5 Language Arts Coordinator.

School Advisory Council

The Abbot School Advisory Council focused this year on improving the school climate as addressed in last year's school survey. Improvements were made to the school facility including sprucing up the student bathrooms and the exterior landscape. Thanks to the input from parents and teachers, new criteria were developed for spirit awards that communicated expectations to parents, teachers, and students.

The Nabnasset School Advisory Council, comprised of administrators, teachers, parents, and community members, met monthly and assisted the principal in the identification of the educational needs of the Nabnasset students and formulated the school improvement plan. The committee contributed to the development of the new mission statement. Goals for this year included developing open-ended questions in the content areas, utilizing peer observations with

time to collaborate, adding links to the new Nabnasset web site to include the Nab Lab and News from the Nurse, writing a new mission statement, conducting a practice drill with the faculty on crisis procedures, and providing extended day care option for kindergarten students.

Parent/Community Involvement

The Parent Teacher Organization of Westford worked diligently with their diverse fundraising activities. It is because of this hard work that they were able to sponsor the following enrichment programs for the Nabnasset student body: Author Norah Dooley, Wingmasters, the Bee Lady, the Pumpernickel Puppets, Mother Goose, Helen Keller, and the Tanglewood Marionettes. At Abbot, programs successfully received by students and teachers were Promised Land, story teller Leeny Del Seamonds, Mr. Magnet, Bay Colony Educators, Acton Discovery Museum, Abigail Adams, and Techsplorations.

The PTO co-chairs at both buildings organized many popular events. Conference night dinners were provided at the two parent-teacher conferences and teachers were also treated to a Staff Appreciation Luncheon. Again, parents got together and rallied in sprucing up the outdoors in the spring with weeding, planting, and mulching. The PTO also coordinated the Star Reader Program and Math-a-thon at both schools.

American Education Week in November brought many new community members into both schools as well as familiar faces reading to our students.

An outstanding number of students entered The Scientists' and Inventors' Fayre in April. Students were selected to represent both schools at the district-wide fayre held at Westford Academy in May.

Parent volunteers organized Math/Science evenings. These events focused on parents and children learning mathematics and science together. Thank you to the parent volunteers who made these nights possible for all students.

Lastly, the Rebuilding Abbot's Playground (RAP) committee raised the necessary funds for a new playground to be installed. Thank you to everyone who contributed to the committee's success including the Westford Elementary PTO and the Town of Westford.

Student Leadership and Recognition

Nabnasset field trips were selected based on particular curriculum being studied and seen as an important extension. First grade students studied pond life at Drumlin Farm as part of their study of organisms. Second grade students visited the Butterfly Place while studying the process of metamorphosis. New to the second grade this year was a trip to Boston and The Make Way For Ducklings Tour. Our pre-first class visited the See Science Center in Manchester, N.H. Nabnasset spirit days included: Hat Day, Dalmatian 101 Day, Red Sox Day, Nab School Apparel Day, Blue Jean Day, Favorite Sweatshirt Day, Doctor Seuss Day, and Red, White and Blue Day. Students collected coats for Anton's Cleaners annual "Coats for Kids" drive and food during Hunger and Homeless Week. The "RISE to be a Nab Star" code of conduct continued to be

reinforced this year. Many RISE certificates were awarded this year for respect, inclusion, safety, and encouragement and proudly displayed around the school.

At Abbot, student leadership programs continued thanks to support of parent volunteers. Students met monthly with the assistant principal and coordinated a number of successful events. The Community Service Group traveled to the Nabnasset School to give a transition presentation to incoming third graders prior to Move Up Day. The School Spirit Group designed, planned, announced, and coordinated spirit days. They created posters, advertisements, as well as wrote and announced daily reminders to the school. The School Issues Group assisted in the development of Abbot's first school yearbook. Students utilized their technology skills to take digital pictures and scan student created clip art and cover designs. Fifth graders continued delivering the morning announcements, completing flag duty, and working as office helpers. All students were invited to participate in Wee Deliver, Safety Patrol, and the School Store.

Move Up Day was held in June and the second grade students had an opportunity to see their respective sister school. This exciting event included a tour of the school, hearing about extra-curricular activities, meeting the third grade teaching team, words of encouragement from the administration, and even having lunch in the Abbot Cafeteria and recess on the playground.

In April, both school celebrated the town's 275th birthday. Students learned about the town's history in the classroom through lessons developed by the anniversary committee. Students sang, "Happy Birthday" and enjoyed birthday cake. Students, parents, and teachers came together to represent both schools in the Apple Blossom parade where students dressed as cats or dogs walked with the thematic float, "It's Raining Cats and Dogs" after the mascots of both schools. Thank you to everyone who participated and made this day a huge success.

Conclusion

We take pride in the accomplishments of our students and faculty and convey this message by the ways in which we develop our school atmospheres, maintain our school facilities, establish high expectations for student achievement, and present learning experiences.

Respectfully submitted,

Susan DuBois	Garth McKinney	Rose Vetere
Principal, Nabnasset School	Assistant Principal	Principal, Abbot School

CRISAFULLI SCHOOL

The 2003-04 school year was the Crisafulli School's first without construction. The Crisafulli School served 442 students in eight sections of third grade, seven sections of fourth, and six sections of fifth. Three new third grade teachers joined the staff. Four student teachers, a guidance intern, and several practicum students spent time at our school to gain practical experience towards their future careers in education. As these prospective teachers begin their careers, fifth grade teacher Mrs. Ross and physical education teacher Mr. Bishop retired.

The long and difficult budget process led to reductions in integrated arts staff, specifically in art and music. The retirement of a physical education teacher led to hiring a part time teacher instead of reduction of staff. Crisafulli students will continue to receive one period per week of art, music, and physical education. However, three teachers have been reduced and other more senior staff will fill in. Other reductions include half of our library assistant, half a secretary, and half a custodian. These losses will impact teachers' ability to differentiate instruction in the classroom, our busy office will not be as responsive, administrators will have to perform additional clerical duties, and the building may be moderately dingy as a result of cuts in custodial staff.

PTO

The K-5 Parent Teacher Organization has been town-wide for the past four years. President Kathleen Bernstein (for the second year) facilitated the oversight of the entire organization. At the Crisafulli, parents Kathleen Fahey and Katy Cloutier coordinated site-specific projects. Mrs. Fahey and Mrs. Cloutier met monthly with teachers and administrators to coordinate fundraisers and activities. They did an outstanding job organizing volunteers and acting as liaison to the larger organization. Their efforts have benefited our school greatly through all the enrichment opportunities, principal funds, classroom teacher funds, support of MCAS stress-reduction techniques, support of School Advisory Council goals, teacher appreciation, and volunteering of precious time. Students benefited from a third (probability theme) and fourth grade (mystery) math and science night, which support the curriculum and brought the community together. Budget reductions for next year cause us to value and appreciate even more all of the work of parents. We will need their support even more next year.

School Advisory Council Goals and Initiatives

Parent Aiteen Zhang acted as co-chair of the council along with Principal Wai. .

The students and parents were surveyed this year to assess the school. Parents and students were overwhelmingly positive and the council decided that a goal should be to continue fostering a close community in the school. Our school improvement goals focused on academic improvement and building community and traditions. We also included providing ongoing opportunities for collaboration and professional growth. Site-based staff development focused on assessment and backwards design unit planning. A committee made up of the principal and three teachers planned the professional development for the year.

To increase our presence in Westford, the school participated in the 275th birthday activities, which included collaborating with the Greyhound Rescue Group to march in the Apple Blossom Parade. During the week before April vacation, students had a storyteller, a lesson about Westford history, and celebrated with birthday cake.

A drama club established last year grew to include writers, prop designers, and actors. Over 50 children came before school to participate in the club. Mr. Raymond, Ms. Roake, Ms. Kennelly, and Mrs. Perry worked together to supervise this group. The performances focused on the school's themes of community, courage, perseverance and caring. An art club was established by Ms. Zackin. Students participated after school once a month. The fifth grade chorus, directed by Mr. Wild, performed beautifully at the all town chorus, for the school's spring concert, at the Memorial Day program, and for the fifth grade completion ceremony.

Due to budgetary difficulties, arts instruction at the elementary level is at risk.

With the support of the School Advisory Council, PTO, parents, and staff, a wonderful caring school community is being fostered and developed.

Massachusetts Comprehensive Assessment System (MCAS)

Students were tested in reading in third grade. Fourth graders participated in writing the long composition, three sessions of English language arts, and two sessions in mathematics. Science and technology testing took place in grade five. Our elementary students experienced stress, anxiety, and fear. To prepare students' minds and bodies, they received a pep talk from teachers and guidance counselor on trying one's best. We also emphasized that the purpose of testing was to measure the effectiveness of the curriculum and to identify students' level of proficiency. Before each testing session, students participated in a power walk followed by a low fat, high carbohydrate snack of plain Cheerios. Children were allowed access to water at any time to remain hydrated.

Standards-Based Report Card Adoption

A standards based report card implemented in 2002-03 is now computerized at the grades 3-5 level. The report card was developed so that grading will be based on standards set by the state, reflect Westford's curriculum, give parents more information, and increase consistency across a grade and among teachers.

The 2004-05 school year will be a challenging one due to staff and budget reductions. It will take quite a few years, with continued growth, to return to adequate staffing levels.

Respectfully submitted,
Grace Wai
Principal

NORMAN E. DAY SCHOOL

The 2003-2004 school year commenced with students and staff welcomed back to school with a new school sign prominently displaying the school name and school mascot “CoCo, the friendly cobra.”

Curriculum & Instruction

As people entered the front doors and proceeded into the lobby of the Norman E. Day School they encountered a banner with the slogan “High Achieving and Respectful Students.” This slogan typified the emphasis the staff is placing on the social and academic curriculum. A Student Achievement Team was developed and met to identify the achievement goals of the school.

During 2002-2003 the Day School was identified as a Title One school. This federally subsidized program was implemented after hiring staff to instruct students. A non Title One extended day program organized by Assistant Principal Jill Mullavey was the WIN (Writing Is Neat) Academy for fourth grade children.

In September 2003 all students in grades three through five were administered the DRP (Degrees of Reading Power) test. In the spring students participated in MCAS (Massachusetts Comprehensive Assessment System) standardized testing. Results were forwarded to parents. .

The 2003-2004 school year signified the initial year our school utilized electronic progress reports. These trimester reports were distributed to students to hand carry home. The DARE (Drug Abuse Resistance Education) Program was implemented in grade five by Officer David Welch. A graduation ceremony was held to celebrate student participation in the program. All students completed year-ending math benchmark assessments to examine alignment between instruction and student proficiency with the curriculum frameworks. The MCBA (Massachusetts Children’s Book Award) Program was implemented for grade five students. Students read a series of designated books and personally voted on the one they liked best. Cooperative Communities were implemented into grades 3 and 4. These classrooms were constructed with additional support from special education staff. March was Music In Our Schools month. General Music Teacher Jan Nickerson coordinated Massachusetts State Trooper and accomplished singer and soloist Dan Clark to perform at the school. Parents were also invited to visit classrooms to observe the activities children were engaged as part of their study in general music. Guidance Counselor Trish Sampson implemented the Steps To Respect program that teaches students conflict resolution skills. This anti-bullying program supported the school-wide initiative to eliminate bullying and teasing behavior.

School Advisory Council

During the academic year, the nine member Council met throughout to review the school budget, identify the educational needs of the students, develop goals that meet the educational needs of students, design a school improvement plan and discussion of other issues that impact the school.

The five goals in the 2003-2004 School Improvement Plan included improving on-going home/school communication, improving student achievement and promote student enrichment opportunities, supporting successful transition of students to the Day School, striving to make the Day School a Peaceable Community, and providing ongoing staff development opportunities.

The School Improvement Plan developed for the 2004-2005 school year was presented to the School Committee in the fall 2004.

Professional Development

Staff participated in numerous professional development opportunities during the school year. These professional growth experiences included attending independent graduate courses or programs, training sessions, system-wide or site-based workshops, also off-site seminars or conferences. Faculty members attended physical restraint training as required by the state of Massachusetts. A site-based professional development committee comprised of staff members Lauren Andrews, Joanna Dittmer, Lisa Falcone, Marianne Butterline, Trish Sampson and Kevin Regan designed a survey to identify staff greatest needs for professional development. An outcome of this needs assessment was a workshop facilitated by Dr. Gail Cahill on differentiated instruction. Efforts to develop teacher skills and knowledge in this area will continue during the 2004-2005 school year.

Parent/Teacher Organization

Various activities that the PTO supported included the Gift Wrap and Yankee Candle fundraisers, Math-a-thon, STAR Reader Program, School Store, enrichment activities, Lock Monsters ice hockey game, Book Fair, Teacher Appreciation Week luncheon, dinners for staff during parent/teacher conferences, BoxTops for Education and Ice Cream Social. A total of 23 students participated in the after-school Chess Club.

Recognition

During the year, students were recognized for their accomplishments, achievement and contributions. The Nick Colgan Memorial Award was presented to Ali Rosenberg, two Gary Franceschi Memorial Awards were presented to Alaina Baker and Matt Makuch, Principal Award recipients were Nikita Desai and Dan Lawson and Jeffrey Wheeler was presented with the Jeannine Haberman Building Community Award. The school Lowell Sun Spelling Bee champion was Sneha Shastry and runner-up was Carl Gauvin. Monthly STARS (Striving To Achieve Respect in our School) certificates were distributed to students

From November through March students in grades four and five participated in Continental Math League. Fifth grade students from 559 schools and grade four children from 550 schools nationwide participated in the program. Norman E. Day School grade five students won Region #1 and were two points away from being national champions! Day School grade five student Evan Zhao was designated as a National Student Leader for being one of 44 students nationwide to receive a perfect score.

Special Events

Special events ranging from the Memorial Fund Spaghetti Supper to Westford 275th birthday celebration were held throughout the year. In May, the Rita Edwards Miller School and Day Schools collaborated on designing and constructing a float for the Apple Blossom parade.

After-School Activities

Once the instructional day concluded, many students participated in after-school enrichment programs included Newspaper Club, Homework Club, Grade Five Chorus, Youth Exploration in Science and Savings Makes Cents. Westford Academy student Alim Shaikh initiated the Savings Makes Cents Program, designed by the state Department of Treasury, for grade four students.

Communication

An electronic directory was developed for the school principal to communicate with parents through e-mail capability. The school office also distributed periodic updates about school curriculum, goals and special activities. The first day of school student's hand carried home an orientation packet that included comprehensive information about the Day School.

Future Projects

One of the goals of the Day School is to promote consistent student attendance. Another project is the design of a brochure that highlights the volunteer opportunities parents have within the school community. Lastly the donations we received from the recent grade five classes were used to purchase recess equipment for children during the upcoming school year.

Summary

The 2003-2004 school year concludes the 12th year the Norman E. Day School has served the town of Westford as an elementary school. The last day of school on June 16, 2004 marked the last day teaching for Physical Education Teacher Frank Bishop. We salute Frank for his 37 years of dedicated service to the students of Westford. Also retiring was Grade Three Teacher Liz Bagas. Her 35 years of commitment and involvement will be missed. Grade Four Teacher Jane Hay completed 20 years of service and a job well done with so many students. The Day School won't be the same without Frank, Liz and Jane. We wish them a long and happy retirement.

At the Grade Five Completion Ceremony on the last day of school students Rachel Secrist and Michael Myers presented the principal with the grade five class gift. Day School Grade Five students will transition to either the Blanchard Middle School or the Stony Brook Middle School.

Respectfully submitted,
Kevin Regan
Principal

RYTA EDWARDS MILLER ELEMENTARY SCHOOL

The Rita Edwards Miller Schools enjoyed its second full year of operation, and its first full year in our permanent home. Our new school is rapidly growing, adding 36 students for a total of 421 students in grades K-2. The Miller School delights in creating an environment that nurtures and supports academic excellence in ways that meet the needs of all learners. No longer a fledgling school, we have developed into a strong and caring community with active involvement opportunities for all. This year we welcomed nine new teachers. In addition, we welcomed several support staff including an Occupational therapist, Jill Mullavey as Assistant Principal (shared with Day School), a Reading Resource Facilitator and Literacy Tutor. Our new staff members have become important members of our Miller team.

Parent/Community Involvement

The active involvement of many families supports Miller as it grows as a community center. The 2003-2004 School Advisory Council was co-chaired this year by Principal, Mary Anton and parent Andrea Lauzon. The school council has been an active force in the creation of a strong community.

The PTO continues to provide outstanding support programs and initiatives that enhance the education and enjoyment opportunities for Miller children. Children participated in frequent enrichment programs such as A Day in Ghana, visits from Mother Goose and the Bee Lady, and work with author Stephen Krensky. We our PTO site coordinators and appreciate all that you have done for us.

As a second year school, we are excited by some of the traditions we have built. Families and staff enjoyed tasty food and great entertainment at the Multicultural/Heritage festival, enjoyed a relaxed picnic for the end of the year, and welcomed in a new set of Kindergarten children and their families. Morning coffees and evening events provide a wonderful way to show-case the talent and knowledge base of our community. This year Miller teachers provided workshops for over 170 parents in a number of curricular areas.

One additional evening tradition was added this year. We started our first "Miller Reads" night, a book club evening for parents and children. This year we had approximately 40 participants join us for an evening of book discussion. Discussion was lively and a wonderful way to model the joys of reading for all. We look forward to continuing this new tradition in the fall of 2004.

Miller and Day schools participated as partners in the preparation of a float for the Apple Blossom parade. Celebrating Westford's 275th birthday, students, parents and staff worked together to create a float entitled "Coming Together."

We ended the year with a final music concert by our second grade students and a closing/transition event. Second grade music teachers coordinated a wonderful program based on the Maurice Sendak's book "Chicken Soup with Rice," and allowed us an opportunity to give final "Fuzzy Pal" awards to our departing second graders as they travel on to the Day School. We also used this time to honor our beloved retiring teacher, Ruth Irvin, for her service and

devotion to the students of Westford. As a 35-year veteran of the Westford Public Schools, Miss Irvin's contribution to our schools is enormous. Staff pitched in to purchase a wooden bench in Miss Irvin's honor to be placed in the courtyard.

Curriculum and Instruction

Miller School teachers have worked diligently to implement a new Literacy Block model for providing small group instruction to all students. Recognizing literacy as a critical instructional objective for the primary level, Miller School teachers have designed and implemented a model of literacy instruction that provides opportunity for increased differentiation at the K-2 level. Our preliminary analysis of our data, completed in late June, is exciting. We are looking forward to further exploration of this model and the results it brings.

Miller teachers have participated (and led) many district level curriculum initiatives. Renee Luttati (grade 2) and Lillian Lelless (grade 1) have been teacher leaders in the development of new social studies curriculum linked to the Massachusetts State Frameworks.

Teachers participated in two grant funded study groups this year. One focused on Comprehension and the need for increased attention to this at the first and second grade level. Out of this study group, a next year's focus on non-fiction literature was decided. The second study group focused on the teaching of writing. Using a new program by Lucy Calkins, K-2 teachers piloted materials for teaching using a writing workshop approach.

Workshops after school for teachers and in-service training for Teachers Assistants have been an integral part of our year. Teachers and interested Teaching Assistants attended voluntary two-hour after school workshops each month on such topics as Setting up the Guided Reading workshop, Alternatives to Round Robin Reading, Reading Comprehension Strategies, and Using Informational Texts in the Primary Classroom.

One exciting initiative that is fully underway is the outfitting, curriculum development and use of our new Science Lab. A new unit on the microbiology of pond organisms was developed, supported by one WEF grant allowing for the purchase of books and materials and a second WEF grant that will fund teacher professional development in Wetlands Ecology and the Biology of the Dragonfly. In addition, a WestNet grant has allowed us to purchase a new eBeam, a device that will allow us to create a portable SmartBoard on any white board in the school. Young children are at a prime age to engage in scientific exploration and discovery. It is critical that we support their interest and set the stage for all students to see themselves as scientists through engagement with hands-on real science opportunities.

Conclusion

It has been an exciting second. We are fortunate to have a dynamic and energetic faculty whose desire to meet the needs of all students creates a culture where teachers and staff work together to provide excellent instruction and to inspire academic achievement.

Respectfully Submitted,
Mary Antón, Principal

COLONEL JOHN ROBINSON ELEMENTARY SCHOOL

The Robinson School welcomed several new staff members during the 2003-2004 school year: . first grade teacher, Jill Bisognano; half-time kindergarten teachers, Karen Cecere and Beth Hanauer and half-time art teacher, Pam Perron. Additionally, Kim Mannone's grade one position expanded to fulltime. School enrollment at the end of the year was 400 students in twenty kindergarten, first, second and multi-age classes.

A major goal of the '04 School Improvement Plan was achieved with the creation of a greenhouse and garden area on the school grounds. With this accomplishment, an outdoor science classroom complete with specially designed tables and benches was constructed. A special bonus that resulted from this project was the recognition and honor earned by the school's receipt of the 2004 Environmental Affairs Secretary's Award for Excellence in Environmental Education. The greenhouse was also the setting for the school's last assembly of the year. Birdhouses decorated by each of the grade levels were unveiled and the second grade students who were moving on the Crisafulli School were recognized. In addition, a senior citizen's choral group joined the festivities and entertained the students with several songs.

Two handicapped accessible bathrooms were constructed over the summer, placing us in full compliance with the American Disabilities Act.

Parent/Community Involvement

The Robinson School Advisory Council was co-chaired by principal Denise Arvidson and parents, Gina Schladenhauffen and Patricia Pilachowski. The '04 School Improvement Plan was developed by the council.

The PTO supported activities during American Education Week and Teacher Appreciation Week. Classroom teachers received funds for supplementary classroom materials courtesy of the PTO. Parents were given opportunities to participate in training sessions and workshops. A series of workshops was offered to parents on the topics of fine motor development, homework and social competencies skill development. As always, countless parent volunteers served in a variety of capacities as classroom helpers, library and tech lab volunteers, party coordinators and field trip chaperones.

Grant money awarded through West Net funded the technology purchase of a Pro Scope, a hand-held microscope that works in conjunction with the computer.

The second grade teaching team won a grant from the Westford Education Foundation. These funds were awarded for the acquisition a word solving resource kit.

Student Activities

The Robinson School students benefited from many enrichment programs provided by the PTO. First grade students had author Michael Glaser and storyteller Tony Toledo. Local resident and meteorologist Gary Gustafson also visited first grade. Second grade students had author Norah

Dooley and a performer from Young Audiences who portrayed the life of Wilma Rudolph. Kindergarten students enjoyed classroom presentations by Drumlin Farms and Mother Goose. The Pumpnickel Puppet Theater also performed for the kindergarten classes in a general assembly. Celtic Bells was a general assembly presentation for both first and second grade students. New this year, Crisafulli strings students led by strings instructor Ken Culver traveled to Robinson to perform for second grade students.

The Peace-It-Together program continued to be the focus of many school programs and activities. The students participated in several assemblies to become familiar with the “I Care Rules” and common language of the program. An integral part of the Peace-It-Together program involved student participation in compassion projects such a food drive for local food pantries. Pennies were collected and donated to the MSPCA Animal Shelter. Over 200 hats and mittens and 400 coats were collected as part of the “Warm Hands, Warm Hearts” program and donated to shelters. Students also participated in a “Senior Smiles” program by making gift bags, which were donated to the Cameron Senior Center.

The Robinson School Publishing Center, staffed by parent volunteers, continued to print and bind beautiful cloth-covered books of students’ original work.

K-2 participated in the STAR reader program which encouraged student involvement in reading at home. Student incentives, in the form of paperback books, were awarded monthly during the program.

Our students participated in a series of theme days including Game Day, Pajama Day, Red, White and Blue Day and Sports Team Day. These special days are memory makers that support the school as a community and the curriculum.

Musical performances with curriculum-related themes were presented for parents at each grade level this year. Robinson celebrated Dr. Seuss’100th birthday on March 3. In celebration of the “Seussentennial,” the colors of red and white were worn by students and staff, green eggs and ham were served in the dining hall and two “Drop Everything and Read Seuss” times took place during the day.

Curriculum and Instruction

The focus of this year’s professional development was writing instruction. On site professional development was offered to the staff via participation in a Study Group that focused on the work of Lucy Calkins. Staff also participated in district-level sessions to enhance skills in the instruction of the writing process.

This was the sixth year of the Reading Recovery program at the Robinson. Intensive reading instruction was provided to twenty-two first graders in a one-to-one setting and fourteen first graders in group settings.

The pre-first program completed a third year at the Robinson School. The program is designed to be a gift of time for children not developmentally ready for the rigors of grade one. Ten children participated in the program and are now prepared to meet with success in grade one.

The M&M Club, comprised of mentors and mentees, continued for a third year at the Robinson. New teachers and their mentors met monthly to discuss important issues and provide each other with support. Discussion topics were in alignment with the district goals as well as individual needs.

Conclusion

In conclusion, the Robinson School community looks forward to the goals and challenges of the new school year as we continue to strengthen our partnership with our 3-5 sister school, the Crisafulli. The schools share an assistant principal who assists in bridging the two school communities.

Respectfully submitted,
Denise Arvidson
Principal

BLANCHARD MIDDLE SCHOOL

At the close of the 2003-2004 school year 191 eighth graders completed their middle school education at Blanchard. These students will be reunited with their grade eight counterparts from Stony Brook School as Westford Academy's Class of 2008.

With the opening of Stony Brook School in August 2003, Blanchard again returned to being a true middle school housing 596 sixth, seventh, and eighth grade students organized into two clusters at each grade level. This population change enabled the Blanchard students to have smaller classes, less crowded corridors, and to participate in activities across grades, as well as throughout the school community. One activity initiated this year was a coming-together, known as B.E.S.T. groups (Becoming Effective Students and Teachers), which afforded Blanchard staff the opportunity to know well a smaller segment of the student population. These groups dialogued on a myriad of topics, and even provided a vehicle to learn more about Westford while celebrating its 275th birthday.

On June 15, 2004 during the eighth grade awards assembly, forty-six students were presented awards for Outstanding Achievement/Effort in a subject area. In addition, six students were recognized for Overall Outstanding Achievement in all academic areas. Also presented were the Andrea Norton Citizenship Award to Edith Joachimpillai, the Bob Battersby WestNet Partnership Award to Ruthshel Telus, and the Gary A. Franceschi Memorial Award to Luke Coughlan and Stacey Waisnor. Our middle school students demonstrated their talents at the National Latin Exam, Geography Bee, Spelling Bee, Massachusetts Foreign Language Association Poster Contest and Inventors' Fayre. Our Math Team placed first in our Division and placed third in the League (out of 40 school participants). Many of our musicians participated in the Northeast District Music Competition and the Northeast Junior District Chorus. The Middle School Chorus, West Street Serenaders, participated in the Chicago Heritage Festival securing a silver medal under the very able direction of Mr. Lussier. This year's play production of "Footloose" played to full houses delighting audiences of all ages. More than eighty students took part in this year's production. The Blanchard Middle School Student Council organized many community service activities and the officers attended a Youth Leadership Conference in New York because of the national recognition they received last year for fostering leadership.

Our thanks to Stony Brook/Blanchard P.T.O. for their continued support and for their informative, enjoyable programs. A successful adjunct to the P.T.O. is the Parents' Circle which provides supportive forums for middle school parents. Special note must be made of the Enrichment Committee for the meaningful enhancements they provide to extend our curriculum including the Mill Girls presentation, Ellen Craft and Shakespeare Theatre Co. Fund-raising moneys enable the "extras" to happen. Our School is a favorite among our student population, and kudos to Grace Boutin, our grade eight coordinator, for the excellent job she did organizing this year's eighth grade breakfast/dance. Lastly, thanks to the Sunshine Committee for the support shown our teachers/staff by providing wonderful Appreciation Lunches. The efforts and energy of these individuals make Blanchard Middle School a caring community.

The Blanchard School Council for 2003-2004 was co-chaired by Principal Jack Doucette and parent member Mary Steiner. To increase communication between home and school, the Council compiled a handbook, *The Everything You Always Wanted to Know About Middle School But Your Child Hasn't Told You*. This book includes phone numbers, bus schedules, list of activities, etc. and has received positive reviews from parents new to Blanchard.

The goals identified by the School Council for the 2004-2005 school year are to support a learning environment that promotes academic excellence; educate parents and the community about volunteer opportunities in the Blanchard community; enhance curriculum through innovative resources; create a safe, welcoming, responsive student community; and investigate means for parents and community members to aid schools with financial assistance.

Our teachers and staff focused on professional development activities in the areas of curriculum development, diversified instruction, and on-going integration of technology into curriculum areas. Many faculty members attended site visits, graduate courses, conferences and workshops to expand their understanding in a myriad of areas. University of Westford courses provided added incentive to learn new skills that would be applicable in Westford's classrooms. The Westford community has reason to be proud of the expertise that exists among their education professionals.

With the opening of Stony Brook School, Blanchard Middle School has undergone many changes. During the school year 2003-2004, we welcomed eight new teachers. We would like to recognize three staff members who are retiring after many years as middle school educators. We thank Mrs. Martha Bentley, guidance; Mrs. Margaret Keltz, science; and Mrs. Sandra Martinez, technology for their energy, experience and wisdom.

We take pride in the accomplishments of our students and staff, and we eagerly anticipate the coming year because Blanchard Middle School is a special place.

Respectfully submitted,
John D. Doucette
Principal

STONY BROOK SCHOOL

In August 2003, approximately 75 teachers and support staff and 622 middle school students entered the Stony Brook School for the first time, an exciting time for everyone. On Sunday, November 16, members of the Permanent School Building Committee, central office administration, school administration, teachers, students and parents attended the Stony Brook School Dedication, celebrating the official opening of the school.

The teachers and students at the middle school were organized into two teams, the Gold and Maroon Teams, in grades six through eight. The two sixth grade teams were comprised of approximately 105 students and five teachers per team. Each of the teachers was responsible for teaching one subject: mathematics, language arts, reading, social studies, or science. The seventh and eighth grade teams consisted of approximately 102 students and four teachers per team with responsibility for providing instruction in mathematics, language arts, social studies, or science. The students in each grade received instruction on their respective teams for about four hours each day, then worked with members of the Integrated Arts Team for ninety minutes. During integrated arts they participated in a variety of age-appropriate programs, including music, art, consumer and family science, health, technology education, and foreign language (French, German, Latin, or Spanish).

Curriculum and Instruction

The course of study followed the Massachusetts Curriculum Frameworks. Students were heterogeneously grouped in all subjects with the exception of mathematics. Students in math were either placed in grade level or accelerated math program based on well-established criteria.

A strong emphasis on writing occurred across all curriculums. A number of staff participated in further work with a John Collins Writing Program Consultant fine-tuning strategies they have been working on in the last few years. More and more teachers required students to use the John Collins format of Type 1 or 2 in the activating or summarizing part of lessons. This collaborative effort helped to build student's awareness in the important connection of good writing skills with curriculum content.

Technology and communication continues to be an important part of all curriculums in the middle school. Stony Brook's three computer labs were very busy this year. Our Media Specialist guided students in Internet Research as well as traditional methods of finding the information needed. Our collection of books and research materials was in place by end of December. The collaborative efforts of media specialists, teacher's expertise and high student involvement created wonderful projects with in-depth and interesting information.

Assessment

Assessment is an integral part of the education. Assessment went beyond the traditional paper test to reports, projects and hands-on class presentations. Students began to use more PowerPoint presentations as a result of our Technology Labs, which allowed teachers to have whole class instruction on how to make reports and projects more interactive. These strategies encouraged

students thinking in more creative and challenging ways. Teachers were able to assess the multiple learning styles of students and learn more about what their students knew or understood.

In the spring all students participated in MCAS testing. Mathematics was given to sixth and eighth graders. Seventh graders took the Long Composition in April and in May English Language Arts. Eighth graders also participated in Science. All sixth and seventh grade students were also given a benchmark test in mathematics to demonstrate their basic knowledge of math concepts and computation. The results were one factor in math placement for the 2004/5 school year.

Professional Development

The Curriculum Task Forces continued to work with the Curriculum Specialists creating curriculum guides that meet the Curriculum Frameworks and Westford Blueprint. Each of the disciplines met monthly with the curriculum specialists to continue their work in curriculum alignment and articulation across grade levels.

The staff from both the Blanchard and Stony Brook Schools met monthly. At these meetings curriculum was discussed and plans were developed to create the same types of learning experiences at each school yet allow for teacher and team individuality.

Our guidance staff worked with students and staff in addressing the many issues surrounding bullying. Lessons were planned for staff to use during our B.E.S.T. time to make students more aware of what bullying is and how to deal with it. A number of staff attended a workshop this summer on how we as a school will create a no tolerance policy for students around the issue of bullying. In the 2004/5 school year we will continue to educate and work with staff and students on how to best address this issue in middle school

Parent/Community Involvement

Because of parents' wishes to represent and support both middle schools, the organization was named the Westford Middle School PTO. During the course of the school year, this highly supportive organization, guided by Mary Steiner and Linda Carlyle, continued to provide the middle school students with excellent activities and enrichment programs. Sixth graders had an opportunity to meet author Jack Gantos, the seventh graders, Yoko Watkins, and the eighth graders to attend a production of *Romeo and Juliet*. The PTO sponsored the annual fundraiser early in the year and opened the new Stony Brook School Store in October. In an effort to support those parents raising a middle school youngster, the PTO invited them to attend meetings of the Middle School Level Parent Circle, a forum for parents of adolescents to share their issues. In November they held an open forum with Dr. Stephen Foster, the superintendent of schools.

School Advisory Council

The SAC, consisting of Principal Joan Barry, three teachers and parents, and a community member at-large, met throughout the year. In the council presented the Stony Brook School Vision and Mission Statement to the School Committee.

Vision and Mission Statement

Every student at Stony Brook School has unique abilities and the right to learn in a secure, nurturing environment where the student has a sense of belonging and ownership and views learning as an integral part of life. At Stony Brook we believe every student can achieve success with expectations that are high and attainable, will be given the strategies for becoming life-long learners, is responsible for his/her own actions and decisions, and will have the opportunity to connect with at least one significant adult in a supportive setting beyond the classroom.

Extended Day Program

A program was started this year for students to have a safe and productive after-school program. Students had time to do homework, participate in a recreational activity and play games such as chess under adult supervision. The students did a wonderful job creating a phoenix, our school mascot, which now hangs in the cafeteria. There are plans to continue and expand this program in the next school year.

Communication

A major emphasis was placed on school communication. The Monday Envelope was used to send home via students all information from school, including Progress Reports, Report Cards, and Student Activities. In addition to the Homework Folder's kept in the Main Office, teams posted homework daily on the internet for students to access from home in the evenings.

A Stony Brook Website was created to allow for greater communication and give parents an additional source of information. Parents could register to receive a weekly email from the principal that updated the week.

I want to thank all the teachers and staff who did a superb job opening this building. The students and staff have worked hard to achieve academic success and build a new school community in a beautiful setting. This was a special year; it has been very rewarding and productive for us all. We look forward to building on this experience in the 2004/5 school year

Respectfully submitted,
Joan T. Barry
Principal

Joe Jette
Assistant Principal

WESTFORD ACADEMY

The Year in Review

The 2003 – 2004 school year began with Westford Academy opening its doors to its largest school enrollment in history: 1355 students. The year was highlighted by many achievements in the areas of academics, the arts, athletics and co-curricular activities.

Student performance on the state-mandated MCAS tests continued to place Westford in the top tier of high schools in Massachusetts. The class of 2004 had 100% of its members successfully pass both the English Language Arts and the Mathematics tests.

Our visual and performing arts group enjoyed local, regional and state recognition of their excellence. The production of *Les Miserables*, under the direction of Mr. Michael Towers was a huge success. Each performance met with sold out attendance.

Our athletic teams also shared in reaching milestones. Our competition in the Dual County League resulted in five league championships. Our Girl's Basketball team provided us with thrilling victories as they moved to the Eastern Massachusetts Finals at the Fleet Center. Our Girls' Ice Hockey team brought the winter season to a close in spectacular fashion. In a thrilling overtime victory, the Westford girls captured the State Division II Girls Ice Hockey Championship. Both these teams reached these accomplishments as a result of hard work, teamwork, positive attitude, and good sportsmanship, which are characteristics of our entire athletic program.

The end of the school year was also a time of good-byes to valued Westford Academy teachers. Retiring were Mathematics Curriculum Coordinator, Cindy Theriault; FCS/ Health/ Physical Education Curriculum Coordinator, Maureen Buckley; Mathematics teacher Janet Bryant; English teachers Anna Burgoon and Bob Kennedy and Business teacher Paul Janocha. Also retiring after many years of dedicated service was Trudy Provost, cafeteria manager. They will be missed.

All of us at Westford Academy recognize the efforts of the parent community and the community at large to support our students and programs. We appreciate your time and dedication and know they are integral to the success of our school community.

National Merit Scholarship Program

Commended Students in the 2004 Merit Program were Amy Boucher, Kristy Bresnahan, Stacey Droms, Chris Kaylin, Andrew Martin, Lisa McHenry, Kevin Moyer, Colleen Smith, Matthew Sweeney, Kristen Vaccaro, Ravi Vasudevan, Catherine Vincent, Timothy Welch, Tyler Wellman and Andrew Zappala.

Semi-Finalists and Finalists in the 2004 Competition were John Gilling, Mia Morganstern and Lindsay Serpe. Mia was also a National Merit Scholarship Winner.

Community Service

The Westford Academy Community Service Team completed their 9th annual spring project on May 1. Titled "Basement Placement," the project involved converting a portion of the Parish Center for the Arts dirt basement floor into a more useable space by installing 700 sq. ft. of driveway pavers. The project leadership team included juniors Emily Kilpatrick, Laura Minott and senior Keith Taverna. Our goal is for students to work with and be mentored by adults in the community as we make physical improvements that might not otherwise occur. At a typical project 50 to 75 people volunteer.

25 Years of Service

At the annual Westford Academy staff recognition assembly on June 14th, Mathematics teacher Janet Bryant was recognized for 25 years of service. Mrs. Bryant received a traditional Westford Academy Captain's chair for her years of dedicated service.

National Honor Society

The annual Banquet and Induction Ceremony for the Tadmuck Chapter of the National Honor Society at Westford Academy was held recently at the Westford Regency. 65 new members were inducted into the Society by the advisor, Janet Bryant, and the outgoing officers, Phillip Polmonari (President), Lindsay Serpe(VP), Sean Meredith(Treas.), and Stacey Droms(Sec.).

Junior Awards were presented to four Junior members, and three seniors, Sean Meredith, Phillip Polmonari, and Lindsay Serpe, were announced as recipients of the NHS scholarships.

The evening concluded with the presentation of the Senior Books, given to the Senior members by the Trustees of Westford Academy. Mrs. Eva Nesmith Brown and Representative Geoffrey Hall, representing the Trustees, presented the books.

Westford Academy Staff Appreciation Week, March 15th - 19th, 2004

On March 15th, staff members were greeted with a continental breakfast as a kick-off to Staff Appreciation Week sponsored by the Student Council and the parent community. Other coordinators for the activities were the Booster Club, parents of the Last Night Committee 2004, parents of Young Life, Parent Circle and P.I.E. members and Central Office for a school wide In-Service Day.

Westford Academy Trustees

The Westford Academy Trustees continue to support scholarships and programming with their annual financial award of approximately \$85,000. This generous gift is distributed through \$75,000 in scholarships to graduating seniors and a \$10,000 gift for book awards to graduating National Honor Society seniors and for an automatic phone calling and message system.

Westford Academy Graduation

PROCESSIONAL: *Pomp and Circumstance* Elgar
CLASS MARSHALS Hilary Bye, Alim Shaikh
NATIONAL ANTHEM Played by Westford Academy Band and Alumni
Blair Bettencourt, Director
WELCOME Michael Dichio, President
PRINCIPAL'S REMARKS Ellen Parker
SALUTATORIAN ADDRESS Lindsay Macdonald
SPECIAL PRESENTATIONS Class Officers

Michael Dichio	Michael deLone, Vice President
John Gilling, Secretary	Andrew Zappala, Treasurer

CLASS SONG Musical Medley
Performed by: A. DeGennaro, E. fortin, B. Ray, M. Stone, N. Strutt, S. Towers,
R. Vasudevan, D. Wedge, D. Yim

VALEDICTORIAN ADDRESS Mia Morganstern

The Most Worthy Representatives of Westford Academy and Academic Excellence Awards
Westford Board of Trustees – Mr. Robert Herrmann, Presenter

CONGRATULATORY REMARKS Dr. Stephen Foster
ALMA MATER Sung by: Lauren Helenius

PRESENTATION OF DIPLOMAS BY THE SCHOOL COMMITTEE

RECESSIONAL Wagner

RECEPTION FOR GRADUATES
Hosted by Class of 2006

Class Colors . . . Maroon & Gray	Class Flower . . . Rose
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WESTFORD ACADEMY CLASS OF 2004 GRADUATES

Ciana Afsaneh Abdollahian	Chelsea Amanda Cox	Melissa Sue Guillemette	Derek Ryan Morey	Emily Mary Simons
Brian George Alcorn	James Leonard Crocker	Eric Jon Gustafson	Mia Rose Morgenstern	Colleen O'Leary Smith
Richard Cole Anderson	Jonathan Emanuel Cruz	Meghan Ann Hansen	Elizabeth Lindsay Morrison	Jeffrey Patrick Smith
Robert Leo Arsenault	Deidre Ruth Cullen	Lisa Tracey Hayward	Kevin Salls Moyer	Robert Matthew Snyder
Julie Sarah Babcock	Evan Anthony Cullerton	Jordan Thomas Healy	Jessica Elizabeth Moynihan	Timothy Joseph Souza
Alexander Jeffrey Baker	Abigail Penniman Dana	Elisa Rice Heaton	Andres Murillo	Andrew Michael Spanos
Stephanie Marie Baranowski	Jacqueline Marie Davis	Lauren Ann Helenius	Jessica Lynn Murphy	Daniel Ryan Spencer
Wende Anne Barter	Ryan Foster Deane	Megan Elizabeth Hennessy	Juliana Katherine Murphy	Stephanie Alison Spinks
Diana Rose Beals	Anthony George DeGennaro	Hannah Elisheba Hernandez	Bradford Campbell Murray	Laura Jean Elizabeth Standler
Alana Colleen Beaudreault	Julia Mary DeGiovanni	Samantha Ann Ingalls	Brian Matthew Murray	Emily Rose Cronin Stanley
Erin Elizabeth Bell	Jennifer Nichole DeHate	David Alan James	Erin Marie Musto	Eric Nicholas Stashko
Iain James Birrell	Michael James DeLisi	Drew Alexander Janoch	Jason James Narinian	Charles Edward Steinhauser
Christine Nicole Boisvert	Scott Michael Dellorso	Kristel Ann Jennison	Jaclyn Amanda Nestor	Matthew Harold Stone
Jessica Beth Bornstein	Michael Peter deLone	Sarah Ruth Jones	Joseph William Norman	Nicholas Raja Strutt
Amy Marie Boucher	Keri Elizabeth DeLuca	Mark Andrew Jurkiewicz	John William Normandie IV	James Sullivan
Kristen Marie Bresnahan	Ashley Morgan DeNault	Jennifer Lee Kavanagh	Matthew Richard Noyes	Melanie Joyce Sullivan
Andrew Edward Brown	Nicholas Peter DeVries	Christopher I. Kaylin	Matthew Jordan Nunns	Donald J Sutton
Jeffrey Richard Buccianeri	Michael Anthony Dichio	Frederick Alexander Kell	Jamie Kathryn O'Connell	Matthew James Sweeney
Kristen Lynne Bugden	David James Diggins	Melissa Elizabeth Kelley	Christopher Matthew O'Leary	Ano Katherine Sylvia
Steven Arthur Burndrett	Jeaneane Rochelle Dole	Meghan Christine Kelly	Kyle Patrick O'Neil	Christine Danielle Talaid
Kathleen Bridget Caffrey	Irene Marie Donahue	Monica Lach Kheang	Meghan Elizabeth O'Rourke	Adam Joshua Tarr
Jeffrey Stephen Cain	William Robert Donohue Jr	Lauren Maura Kiely	Thomas Joseph O'Rourke	Keith Johnna Taverna
Jason Michael Calisi	David Victor Doucette	Joseph Paul Kinghorn	Kristin Ann Pancotti	Kath Paul Taverna
Sierra Jade Calla	Conor Reiss Driscoll	Joshua Adam Kolansky	Catherine Mary Parker	Angela Kristin Terrio
Thomas Charles Caloggero	Patrick Sean Dromgoole	Blair Stephen Krenitsky	Kelley Ann Payne	Aaron Thomas Thome
Brittany Anne Cannata	Stacey Lynn Droms	Taylor Cecilia Kuhl	Robert Vincent Pellegrino	Ryan Michael Thompson
Jo Michael Cantos	Jason Paul Duane	Priscilla Sauwen Kwong	Catherine Elizabeth Pennella	John Patrick Thornton
Andrew Barnett Capland	Matthew Francis Dyer	Devin Edward Lacerte	Evan William Pennella	Mark Anthony Tiano
James Vincent Capriccio	Matthew Paul Eaton	Matthew Peter Larson	Kelly Ann Pennington	Rebecca Lauren Timberlake
Christopher Anthony Carpenter	Samuel John Enrico	Kathryn Robin Latour	Ben David Perry	Devon Presson Tinncknell
Kelly Joanna Carpenter	Adam Jung Faherty	Christopher Robert Lavallee	Travers Kenneth Peterson	Scott Charles Towres
Daniel Han Faherty	Daniel Han Faherty	Chelsey Jane LeGacy	Phillip Anthony Polmonari	Taryn Elizabeth Trask
Jessica Anne Fellini (NP)	Jessica Anne Fellini	Christopher Wayne Lemoine	Robert Hamilton Price	Lindsay Elizabeth Trasko
Courtney Estelle Caruso	Chrystal Lee Fellows	Jessica Lee Lewis	Meghan Marie Proudman	Lorie Beth Turner
Jennifer Leigh Carver	Breana Alice Ferrin	Lauren Margaret Leydon	Virginia Elizabeth Putala	Maria Gabriela Urizandi
Christopher Edmund Catalano	Kimberly Jean Fink	Adrienne Eve Loiselle	Michael Jonathan Quigley	Kristen Marie Vaccaro
Duggan Richard Cayer	Katherine Elaine Fisher	John Carl Lorentzen	Evan Louis Quinno	Dana Hill Vanderbie
Keri Cedrone	Lucy Lyon Fisher	Daniel Charles Lynch	Erik Thomas Rautenberg	Ravi Andres Vasudevan
Elizabeth Jane Chalton	Stephen Joseph Flahive	Arden Karesse Lyons	Brent Douglass Ray	David Patrick Vaughn
Justin Mark Chamberland	Sean Lowell Foley	Jason Eric MacDonald	Dominique Stasha Razgha	Allison Leigh Vesey
Susan Maureen Chaney	Justin Anthony Folger	Lindsay Verfaillie	Patrick Robert Renna	Catherine Marie Vincent
Jessica Lena Chao	Eric Edward Fortin	Macdonald	Mary Louise Ricardelli	Maria Elizabeth Odilia Warner
Nareerat Charoenvimolphan	Danielle Ashley Fowler	Morgan Ashley MacKay	Courtney Anne Robbins	Jessica Ruth Wauters
Bridget Anne Chase	Cheryl Louise Franceschi	Peter Joseph Mancuso	Gregory Norman Robbins	Sarah Ann Webb
Laura Elizabeth Clapp	Daniel Mark Franklin	Nicole Marie Mandeville	Matthew Scott Robinson	Joanna Lee Webber
Alexander Henry Clark	Patrick Noble Frazer	Kamkaco Maneerot	Kaitlin Emily Roche	Daniel Stephen Wedge
Michael Thomas Clark	Caroline Elisabeth Fulton	Jonathan Dean Mangan	Amy Elizabeth Royal	Kerry Rebecca Weinrich
Ryan John Clemens	Ryan Stephen Gallagan	Michael Thomas Marin	Ariele Russell	Timothy Joseph Welch
Ashley Meaghan Clement	Jonathan Mark Gallant	Andrew James Martin	Rebecca Lynn Salto	Tyler James Wellman
Ashley Elizabeth Close	Julie Elizabeth Gallardo	Catherine McCann	Brett Amelia Samaha	Heather Elizabeth Western
Megan Elizabeth Cobleigh	Daniel Patrick Galvin	Lisa Marie McHenry	Claudia Newman Sandersson	Trenton Richard Western
Charles Addison Cochran	John Francis Xavier Gaquin III	Victoria Sue McKenna	Michael Stephan Schiavo	Jenna Ann Whalen
Stacy Katherine Coleman	Meghan Elizabeth Gargan	Tyler Kenneth Medley	Kelly Phillip Seamonds	Jenna Marie Whelan
Elizabeth Rose Comstock	Sesi V. Garimella	Kara Ann Mellonakos	Kelly Michelle Selfridge	Brittney Marie Wiley
Brittany Leigh Connell	Pamela Laura Gaumer	Elizabeth Atlee Menefee	Ellen Marie Serbun	Lara Ashley Withee
Ryan Kaplen Connell	Jacob Lee Gersh	Kassia Danielle Mercier	Lindsay Kay Serpe	Ryan Michael Wolf
Kathryn Seaton Cope	Tyler Allen Gilbert	Sean James Meredith	Ryan Grant Severance	Hilary Wolfendale
Jeffrey Matthew Coppola	Katelyn Elena Gilpatrick	David Francis Merry	Steven Paul Shackleton Jr.	David Phillip Yim
Anda Cristina Corbescu	Jaime Lynn Gower	Katelyn Mary Meyler	Eric Robert Shaw	Andrew James Zappala
Christina Ann Cordeiro	Jacqueline Periolat Grafe	Kirsten Brett Migoski	Ryan Christopher Sheffer	Samantha Jayne Zeoli
Bryanne Ruth Cornell	Megan Elizabeth Griffin	Maren M Mikkelsen	Brian Kenneth Shenkin	Michael Andrew Zwolins
Andrew Edouard Courcy	Gillian Guidetti	Matthew Webster Miller	Christopher John Silva	
Meghan Courtney		Marius NA Moessner	Regina Forino Silva	
		Christopher Lang Money	Robert Scott Silva	

RECORDS & ARCHIVES MANAGEMENT COMMITTEE

In 2004, the Records & Archives Management Committee continued to administer the grant funds awarded through the Community Preservation Act to preserve the early papers stored in tin boxes in the basement of Town Hall and was able to utilize the expertise of the Town's experienced residents to assist with additional preservation projects through other available programs.

Records Management

The Town Clerk's office continued to work with town departments on records management issues, fielding questions and writing on behalf of other departments to the Supervisor of Public Records for permission to destroy appropriate records according to the State's records retention schedule.

Preservation

The Town's vital records are stored in 98 bound volumes, of which 50 have been preserved, using mylar sleeves (two records to a sleeve) and preservation binders. The remaining 48 are being stored as money is available, giving priority to those in poor condition.

This year, Annual Town Reports from 1977 to 2002 (in seven volumes) and Annual Street Listings from 1972 to 2002 (in 10 volumes) were permanently bound.

Dick Mungovan has continued to work on the "tin box preservation project", labeling each acid-free folder with a general description of its contents. The records have been moved from bankers boxes to acid-free document boxes for storage at the Library's Mary Atwood Room, which offers a climate-controlled environment. Bob Oliphant has created a database of a general inventory of the records for reference, a copy of which is at the Library and in each document box. This collection has been accessed for early highway survey descriptions for clarification of town rights of way along the Stony Brook Railroad.

Two collections of early town plans have been preserved.

A collection of 25 original linen survey plans of the Town of Westford from the 1930's has been in the custody of the Library Reference department. This collection was inventoried, copied onto mylar and scanned. The original remains in the Town Clerk's vault and the mylar copy was delivered to the Library along with a CD of the scanned plans for improved access. These plans exposed an error in zoning for two split parcels in Town that were subsequently corrected at Town Meeting.

The Water Department discovered several plans and blue prints from the early 1900's at one of its pumping stations. Thanks to the diligent efforts of Arthur Chabot and technical expertise from the GIS Department, these plans have been inventoried, copied and scanned, with copies delivered to the Library, Water and Highway Departments for reference and improved access.

In the process of discovering the wealth of material that exists among the Town archives, we have discovered some gaps in our archives, including Selectmen's minutes and early town records. The condition of many existing records also needs to be addressed. The committee plans to apply for a grant to continue the preservation efforts of our records and obtain a better understanding of the condition of the collection.

Respectfully submitted,
Virginia Moore
Chair

RECYCLING COMMISSION



Household Hazardous Waste Collection

The Commission organized and conducted the bi-yearly household hazardous waste collection on Saturday, November 6, 2004 at the Crisafulli School. This new location minimized conflicts with school activity programs and easily accommodated all vehicles. The Commission chose Onyx Environmental Services to conduct the collection. The budget for the collection was \$30,000. In an effort to

ensure there would be adequate funds to cover the cost of the collection, a fee of \$20 per car was charged. 250 cars took advantage of the collection. This was fewer cars than in years past, one reason being that many residents consolidated their hazardous waste with friends or neighbors as we had suggested in a town-wide mailing. Thanks to those who did so.

Recycling Incentive Program

In an effort to increase recycling, the Commission continued its Recycling Incentive Program from January to June, awarding a \$100 prize each month to a randomly chosen household that excelled in the amount of recycling set out at curbside. Due to a budget reduction, the program ended June 30.

School Computer Collection

Discarded electronics, or e-waste, is the world's fastest growing waste. In April, the Commission arranged for Onyx Systems to collect and recycle a building full of computers, keyboards and hard drives that had been discarded by the schools. Several tons were recycled. The \$1800 cost was covered by the Commission using the balance in our state recycling incentive grants awarded to Westford for exceeding state recycling goals in past years.

Cardboard Recycling Initiative

In the fall the Commission chose one neighborhood to monitor in order to increase cardboard recycling. Members walked the neighborhood each trash day for a month, leaving notes to residents who weren't recycling correctly. By the end of the month, the neighborhood was almost 100% in compliance.

2004 Recycling Facts and Figures

Each ton of recycled goods diverted from the Wheelabrator waste-to-energy incinerator in North Andover saved **\$139** and demonstrated that Westford was in compliance with state waste bans.

Glass, Metal and Plastic Recycling

Total glass, metal and plastic collected at curbside: 620.44 tons

Avoided costs at the incinerator: \$ 86,241

Mixed Paper Collection

Total mixed paper collected at curbside: 1,925.4 tons
Avoided costs at the incinerator: \$ 267,631

Brush

The Highway Department conducted four brush collections this past year at the Day School. The Commission pays all associated costs for the collections from our appropriation.
Total brush collected: 32.5 tons
Avoided costs at the incinerator: \$ 4,518

Appliances

Homeowners pay a disposal fee directly to a hauler for curbside pickup monthly.
Totals appliances and other tonnage collected by Atlas Recycling: 51.86 tons
Avoided costs at the incinerator: \$ 7209

Electronics Recycling

The Commission organized and held Saturday electronics collections in March, June and September.
Total collected by Electronicycle of Gardner: 32 tons, a 2 ton increase over last year.
Avoided costs at the incinerator: \$4448

Waste Motor Oil

Totals oil collected Saturdays at the Center Fire Station: 732 gallons

Committee Changes

In June, Gerry DiBello stepped down after five years as chair of the Commission, and in December Bill Beck retired from the Commission after 6 years. Gerry received a personalized recycling bin, and the Commission made a donation to the Campaign for East Boston Camps in Bill's honor.

Respectfully submitted,
Joyce Demers
Chair

ROUDENBUSH COMMUNITY CENTER

The Committee

The 1975 Annual Town Meeting directed the Selectmen to appoint a committee "to exercise care, custody, control and supervision of the Roudenbush Community Center." Votes of Town Meeting in 1992 and 1994 also gave the Roudenbush Community Center Committee (RCCC) responsibility for the former Old Nab School to accommodate more preschool classes, and the former Frost School to serve as a day care center.

The RCCC meets once a month. Between committee meetings, Personnel, Building & Grounds and Finance subcommittees work with the Roudenbush Director to develop policy recommendations for the full committee.

Town Department

The Roudenbush is a town department that is financially self sufficient, covering operating expenses from income generated by program fees, tuitions and fund raising. Day-to-day administration lies with the director.

The Roudenbush Community Center Inc. (TRCCI)

In 1995, the non-profit TRCCI was incorporated and has the responsibility of managing the program income generated by the Community Center and being the employer of the staff, teachers and instructors, functions which were previously performed by the Roudenbush Community Center Associates Inc. before its dissolution. The members of the RCCC serve as the board of directors of the TRCCI.

Preschool & Childcare

Both our preschool and childcare programs have been working on their National Association of Education for Young Children (NAEYC) accreditation, the highest level of childcare certification. Roudenbush at Frost received its accreditation in December 2004 and the preschool is waiting for its visit from NAEYC.

Community Service

Westford families can drop off food for the Open Pantry, and Roudenbush has provided a book drop-off site for literacy programs. In 2004, we provided coats and warm weather clothing for Westford seniors and for families in the fuel; assistance program. All three centers contributed to Thanksgiving food baskets for several Westford families

To celebrate the Town's 275th anniversary, Roudenbush held a birthday party on September 23.

The Buildings

All the windows at Frost were replaced and the building was painted this year.

Respectfully submitted,
Gary Hultgren
Chair

SENIOR ACTIVITY CENTER COMMITTEE

The Westford Senior Activity Center Committee has been meeting on a monthly basis in conjunction with Mr. Gabe Bergeron from the Boston Architectural Center. Funds were allocated to have a feasibility study performed for a state-of-the-art senior center on a parcel of town-owned property. We are dedicated to helping seniors regain their worth and develop their ability toward a healthy, productive, and active future, which they so richly deserve. Our committee welcomes any new members willing to take an active role in accomplishing our mission to construct a new state-of-the-art senior center.

Respectfully submitted,
Fred Magdalenski
Chair

TAX CLASSIFICATION STUDY COMMITTEE

Purpose

The Tax Classification Study Committee was established in August of 2002 by appointment of the Town Manager. The purpose of the committee is to recommend a tax rate structure for residential and Commercial/Industrial/Personal property to the Board of Selectmen. The recommendation can be flat or classified tax rate and include exemptions.

The Tax Classification Study Committee elected not to meet in 2004. The prevailing economic conditions of the area, the basis for determining assessed value of Commercial/Industrial/Personal properties, showed a decline. For the reasons given in past years, the committee concluded there was no significant advantage to changing the current tax structure.

The Committee concurs with the decision of the Board of Selectmen to keep a flat tax rate in place.

Respectfully submitted,
Valerie A. Wormell
Chair

TECHNOLOGY DEPARTMENT

The Technology Department is responsible for delivering information on technology services to all Town Departments. In 2004, the department continued its efforts to further improve the stability, performance and security across the Westford Integrated Network, systems, servers and applications. The Department continued to aggressively look for opportunities to stabilize or reduce technology-related expenses and implemented tools to enable the Department to respond proactively rather than reactively to technology problems.

Following are highlights that the Department successfully achieved in 2004:

- Improved function of the Westford Integrated Network so it was available to its users 99.99% of the time.
- Implemented a new network management tool to provide real-time monitoring, reporting and alerting functions of key points throughout the Westford Integrated Network.
- Implemented new routing algorithms to create redundancy and to provide more consistent internet service to the Town and Schools.
- Protected our network from security breaches from outside sources.
- Ensured that the network, servers, and workstations were not impacted from viruses, worms, and other Internet-related attacks. Education is ongoing to help the user community understand and avoid these types of problems.
- Improved and upgraded phone system for Parks and Recreation Department, Cemeteries, and the Cameron Senior Center with voice-over Internet protocol to integrate them all into the same system.
- Installed new computer technology for the Police and Fire Departments to improve their community service and provide for better response and efficiency.
- Reduced cell phone costs for the School Department and Regional Emergency Response Team, while providing an increase in pooled minutes, by putting them under the common account structure for the Town.
- Installed a new generator at the Technology Center so all three of the major hub locations are on backup power to ensure that the core of the network will remain operational under most emergency conditions.
- Designed a cost-effective approach to further improve the core hub sites availability for schools through the appropriate use of remote access power units to allow critical components of the network to continue operations while generators come up. This also provides the technical staff with the ability to remotely access units at these locations to cycle power where and when necessary.
- Helped evaluate and create an identification/credentialing system for the Regional Emergency Response Team to better identify individuals and their skills during emergencies for allocating human resources to the appropriate places during various crises. In addition, it will assist in identifying town employees to residents within the community.
- Began installation of cable at the J.V. Fletcher Library to integrate them into the town network.

Technology

- Established a standard for mobile devices to be used within the town for both laptops and personal data assistants for various departments at very competitive rates. It also helped reduce support costs by eliminating support for multiple types of hardware and software.
- Implemented the new domain for Westford at www.westford-ma.gov.
- Redesigned the town web site and brought it on line. Reaction to the new site has been positive. Statistics for site utilization are not available because of the redesign and moving the site to the new server platform.
- Updated the installed server and workstation platforms. Staff analyzed the requirements, designed the systems, acquired the components and built the workstation units in-house. This effort allowed us to meet the current technology for the servers and workstations at a reasonable cost while improving user productivity.
- Upgraded existing printers for the Town and improved user output as a result.
- Designed and installed an amplifier system for the Water Department to allow for more effective use of their cell phones to improve communication and overall efficiency of the Department between office and field personnel.
- Implemented new signature chip technology for the Finance Department to improve check printing security.
- Began efforts to migrate town systems to the new domain westford-ma.gov. Expected completion date is in 2005.
- Started implementation of new common directory across the Westford Integrated Network to provide enhanced security across the entire network and allow us to respond to more service requests remotely and more efficiently.
- Implemented additional switch capacity at the Police Department to accommodate their requirements.
- Implemented the ArcIMS system for the GIS Department to deliver reference maps through CityView and the town web site.

The Technology Team now supports the Westford Integrated Network across 10 schools. The network supports both voice and data services for the town and data for the schools and includes 217 hand-sets with voice mail, 200 workstations, 25 servers, 30 printers, and 10 copiers across 8 town locations. Technology Department support for these components includes the hardware, operating systems, utilities and standard and department specific software applications.

Staff:	
Charles Reynolds	Technology Director
Dave O’Hearn	System Technician
Laura LeClair	Operations Administration

TOWN CLERK

The Town Clerk's Office operates with a staff of two full-time, one part-time and seasonal personnel, including 92 Election Officers.

Registrars

It was an extremely busy election year with one local annual, two primaries and the presidential election in November. Many thanks to all of our Election Officers who helped tremendously to keep the voting process moving smoothly. Election results are located elsewhere in this report. The voting precincts in effect as of January 1, 2004 are as follows:

Precinct 1	Abbot School, 25 Depot Street
Precinct 2	Blanchard Middle School, 14 West Street (new)
Precinct 3	Abbot School, 25 Depot Street
Precinct 4	Robinson School, 56 Concord Road
Precinct 5	Stony Brook School, 9 Farmers Way – off Groton Road (new)
Precinct 6	Rita Edwards Miller School, 1 Mitchell Way – off Russells Way (new)

The 2004 population in Westford based on census returns was 20,471.

The data provided by the Census is used to update voter information in the State's Central Voter Registry (CVR), which is used to generate voter lists at Elections and Town Meeting, and the Jury List. The School Department receives census data for school-aged children to help with enrollment information and projections, and the Council on Aging uses census data for service projections. Several other Town departments also rely on this data to assist with their daily work. The Town Clerk's office appreciates the efforts of all residents to return census forms in a timely manner.

Elections

We were saddened by the loss of two dedicated citizens from our ranks. Veronica Whitehouse worked at the polls for many years, always willing to help out wherever needed and with a keen eye for improvements. Russell Laste was committed to working at the polls for several years with his wife Thelma who survives him. We will miss them both greatly. Fran Fletcher retired from the post of Election Warden for Precinct 5 in May, after 38 years of service for the Town, for which we are grateful.

Twenty new polling booths were purchased to replace the old wooden booths that are falling apart.

In addition to the dedication of our Election Officers, we are grateful to the Schools for their cooperation on election day, especially to the custodians for setting up the polling places; and to Ritchie Crocker for all that he does to help election days go smoothly.

Vitals

During the 2004 calendar year, 241 Births, 66 Marriages, and 151 Deaths were recorded and 70 Marriage Intentions were filed. The details of these statistics are printed as a separate report and are available upon request.

Licensing

Dogs over six months of age must be licensed every year in Westford; licenses are based on calendar year. In order to be licensed a current rabies certificate is needed. The cost per license in 2004 was changed to \$10 per dog for all dogs. We licensed 2117 dogs in 2004. The Town Clerk's office again participated in the annual Rabies Clinic by licensing dogs on location. Remember that according to town bylaw, if you neglect to license your dog before the end of the grace period (March 31st), you must pay a fine of \$25 in addition to the dog license fee. If your dog has received a rabies vaccination, the Town Clerk's Office usually receives a copy of it directly from the veterinarian, so you can expect to be contacted by Assistant Town Clerk Patty Dubey about licensing your dog.

The Town Clerk's office serving as licensing agent for the Division of Fisheries and Wildlife issued 339 fishing, hunting & sporting licenses and 88 stamps during the calendar year.

A total of 171 Business Certificates or DBAs were issued in Westford at a cost of \$20 per certificate.

Preservation

Special thanks to members of the Records and Archives Management Committee for their assistance with Town Archives, which is detailed in their report.

Miscellaneous

The Town Clerk's Office accepted 1067 passport applications in 2004 that were forwarded to the Passport Processing Center. The execution fee that is kept by the town for each passport processed is \$30 per application.

As the first line of response for public information requests, the Town Clerk's office staff relies on the expertise and assistance of many individuals and departments; we wish to thank them here.

Respectfully submitted,
Kaari Mai Tari
Town Clerk

REPORT OF THE TREE WARDEN

It was a busy year in 2004 with many tree removals due to storm damage. Many dead trees were removed as well.

There were some setbacks when the firm we have used for years retired from the tree removal business, leaving us short-handed. Thanks to the Road Commissioner, we were able to contract with another crew and while the winter storms have pushed some of the tree removals into 2005, work will resume once good weather returns.

I would like to thank the people in town for all their patience, the Highway Dept. for all their help and the Town Manager's office staff for handling the phone calls.

Respectfully submitted,
Carlton Rooks
Tree Warden



The Eli Tower house about 1887-1893. The home at 46 Lowell Road was once a garrison house in the days of Westford's formation. (Westford Historical Society, courtesy of Al Fisher)

VETERANS SERVICES



The Veterans Services, for the Town of Westford, completed another successful year, operating from the Cameron Senior Center. The office, on a part time basis, continues to provide services and benefits to eligible veterans and their dependents as outlined in Chapter 115 of the General Laws of Massachusetts.

The Veterans Services also offer burial, job programs and housing assistance, along with food and fuel aid programs to qualified applicants.

During 2004, we assisted Veterans, Veterans survivors, and the Community. Whose needs for services covered financial, informational, and burial assistance.

We continue to have good return rate for Discharge papers (DD-214). These are the key documents to Veterans Services whether State or Federal.

The Cemeteries were flagged on both Memorial Day and Veterans Day. The Observance of both these days by the Town continues to improve.

The Veterans Day and Memorial Day programs again this year were greatly enhanced by the participation of the Boy and Girl Scouts, Cubs Scouts, Brownies, and Westford Academy Band members. The leadership, of these groups, now plays a major role in the planning, staging, and undertaking of these events.

Thank you to all Departments in Town, American Legion Posts, and the VFW for their support of the Veterans Office and operations during this past year.

Respectfully submitted,
Paul F. Murray
Director, Veterans Services

20 Pleasant St.
Westford, MA 01886
978-392-1170
978-392-0890 Fax
pmurray@westford.mec.edu

WATER DEPARTMENT

The Westford Water Department is charged by the town with providing safe, high-quality, uninterrupted water at a reasonable pressure to meet the health and fire protection needs of that portion of the town served by the Water Department. A staff of 13 manages the Water Department and its resources. The superintendent and a three-member Commission with one alternate, appointed by the Town, are responsible for providing these services to the Town.

2004 Highlights

FY 2004 provided some interesting challenges and awards for the Water Department. The water treatment plants on Forge Village and Nutting Roads continued to operate smoothly to provide residents of Westford with good quality drinking water. In July, the Water Department was faced with a low-level perchlorate contamination problem and the problem was isolated to the Cote Well, which was turned off immediately. The well remained off through 2004, while the source was being investigated. The issue continues to be evaluated by the Department of Environmental Protection and the well will remain off-line until DEP approves a change in operation.

The Water Department received recognition in August from the Massachusetts Coalition for Oral Health for outstanding efforts during 2003 in providing community water fluoridation as a recognized scientific public health measure in the prevention of dental decay. Robert Worthley, the Water Treatment Manager, received the first annual Harold A. Fletcher Education Award from the Massachusetts Water Works Association in recognition of his outstanding commitment in providing continuing education to Massachusetts Water Works Professionals from the President of the Association. Robert was selected because he exemplified Harold Fletcher's commitment to continuing education of water works professionals and repeatedly served the Association as an instructor.



Public Outreach

The Department continued to expand its public outreach efforts in 2004. The biannual newsletter and the annual Consumer Confidence Report kept the public informed about water quality issues, local opportunities, and Water Department changes. The Water Department completed the Outdoor Integrated Pest Management Plan for the Stony Brook Middle School

with the interest of protecting the Cote Well. Efforts continued on the process to purchase the Stepinski property in order to develop a well that has already been approved by DEP. During Drinking Water Week, the Water Department again hosted an open house that was very well attended. Outreach efforts with local schools included classroom presentations to the 4th graders about the hydrologic cycle, aquatic ecology and earth-as-a-filter activities with the 5th graders at East Boston Camps, and various visits to assist with water and science education at the Abbot School's Living Lab.

The Water Department was also successful in some new. Elaine Major, the Environmental Compliance Manager, received funding for a proposal from the UMass Lowell's Toxics Use Reduction Institute to build pesticide awareness and related outreach education for Westford and the neighboring towns. A new website has been established for the project at www.healthylawnsforhealthyfamilies.com to provide residents with up-to-date information about local learning opportunities, pesticides, and organic lawn care, the human health risks from pesticides and alternative methods they can use to reduce their risks.

Rate Information

The interest-free loan that the Water Department received from the state revolving fund for construction of the two water treatment plants is being paid back over a 20-year period. Loan payments total approximately \$700,000/year and the annual cost to operate the 2 facilities is about \$400,000. This has created a budget shortfall, which was expected and has been offset using Free Cash. With operational costs stabilized and several new projects slated for the future, we recognize the need for a rate increase that will likely become effective July 1, 2005. We are currently working with a consultant to complete a study of the current and future funding needs and the composition of our customer base. As in the past, we will work hard to create a new rate structure that is fair and equitable and protects vulnerable populations while providing the funding necessary to operate efficiently.

At-A-Glance

Million Pumped	Gallons	2002	2003	2004
January		34.86	35.24	45.57
February		30.5	33.17	38.83
March		35.75	37.32	38.49
April		40.5	36.24	43.77
May		86.97	64.44	55.56
June		73.51	46.29	70.14
July		74.7	81.42	74.33
August		75.8	63.69	73.93
September		67.95	68.91	61.87
October		49.58	50.76	51.94
November		35.24	45.48	40.81
December		34.82	49.41	40.19
Total		608.8	612.4	635.43

Total Storage Capacity = 4.85 Million Gallons

Number of:	
Fire Hydrants	880
Hydrants Installed	9
Accounts	5184
New Services	37
New Gates	21
Miles Water Main	123.0
Miles New Mains	1.67
Water Main Breaks	7
Service Renewals	34
Service Leaks	20

Respectfully submitted,
Warren E. Sweetser
Superintendent

WESTFORD AGAINST SUBSTANCE ABUSE

In 2004 Westford Against Substance Abuse (WASA) implemented strategies for substance abuse using the \$10,000 grant that was received from the state Department of Public Health to provide resources toward the development of a comprehensive community prevention plan. A Boston University graduate student was hired to work with Westford Academy ninth grade students to produce a substance abuse prevention video for middle school students. The GIRL Program will be offered in March 2005.

Westford has reinstated the Westford/Acton/Chelmsford/Tyngsboro Tobacco Control Program to begin in January 2005.

The Strengthening Families Program, designed for sixth grade students and families to ease the transition to middle school while focusing and building strong family communication, was held for the sixth year. The SafeHomes Program is also in its sixth year. Westford families continue to commit to providing a safe environment for our young people by fostering communication and clear expectations of no drug use. In addition, the Celebrate With Care Campaign during the holidays and the WASA Newsletter continued to provide community awareness and education regarding substance abuse prevention issues.

A regional substance abuse prevention resource brochure, "Red Flags & Resources Guide," for parents and teens will be published in late spring 2005. WASA provides prevention resources and education as requested by individuals and groups within Westford as well as the Alcohol Diversion Program for teens.

Respectfully submitted,
Tina Grosowsky,
Substance Abuse Prevention Coordinator

ZONING BOARD OF APPEALS

The Zoning Board of Appeals (ZBA) is a quasi-judicial body of five members and two associate members, chartered under State Law (Chapters 40A and 40B) and the Westford Zoning Bylaw. The Board is appointed by the Board of Selectmen, and acts in four areas: variances for development that is not allowed by the Westford Zoning Bylaw, Special Permits for development that is allowed by the Zoning Bylaw, but which requires special oversight, appeals of decisions of the Building Commissioner, and Comprehensive Permits, as authorized by M. G. L. Chapter 40B.

The Board normally meets monthly. Thirty-two petitions were heard in 2004, some involving more than one type of request. The following table summarizes the Board's actions for 2004:

Type of Request	Disposition of Requests				
	Total	Granted	Denied	Withdrawn	Continued to 2005
Dimensional Variance	14	14	0	0	0
Use Variance	4	3	1	0	0
Special Permit	12	11	0	1	0
Appeals of Decisions	0	0	0	0	0
Comp. Permits (40B)	4	2	0	0	2
Total Requests	34	30	1	1	2

The bulk of the dimensional variances involved encroaching on the minimum setbacks from lot lines for the construction of additions, porches, and decks onto existing residences. Such variances are granted when there is minimal impact to the abutters and the neighborhood, and when there is no derogation from the intent of the bylaw.

Three use variances were granted. Westford is one of a handful of towns in the state that allows its ZBA to grant such variances, and this power is exercised carefully and infrequently. Extensive conditions are attached to these decisions, to ensure that the scope of these uses is limited and to minimize the impact to abutters and neighborhoods. One authorized the construction of 15 units of affordable housing by the Westford Housing Authority on Farmer Way. Another allowed an existing Stoney Brook Acres farm stand use to be continued after the parcel where it is located is subdivided. The third expanded an existing use variance to allow the real estate business at 70 Boston Road to use the second floor of the building it occupies in a residential district.

The ZBA handled four Comprehensive Permit applications this year. Under M.G. L. Chapter 40B, developers may prepare housing plans which need not conform to local zoning, environmental, and health regulations, if at least 25% of the units built are affordable to low-and/or moderate-income families. The ZBA is the Town's focal point for these applications. Two 40B applications were approved in 2004 which were first proposed in 2003: the proposal for ten townhouse units at Concord and Elliott Roads, and the application for thirty-six at Groton and Nutting Roads (Rancho De Amigos). These applications will impact abutting residential

areas and existing traffic patterns, and neighborhood residents expressed serious concerns. After extensive hearings and deliberations, these applications were approved for eight and thirty-two units, respectively, with numerous conditions. The approved densities were 8.5 and 6.3 units per acre, respectively. The Concord Road applicant worked with the Town to redesign one of the buildings to have the appearance of a large single-family home. The Groton Road applicant agreed to improve the corner at Nutting Road to lessen the traffic hazards there. Both applicants were required to provide extensive plantings to screen their developments from abutters.

The third 40B applications received was from the Concord Road applicant who acquired an adjacent parcel and is now proposing 16 townhouse units in five buildings on a total of 2.9 acres, for a reduced density of 5.5 units per acre. The designs of all the buildings have also been refined.

The other new 40B proposal is for fifty-six apartment-style rental units on a 36.5-acre parcel near Rt. 2A, abutting the Acton town line. Because they are rentals, whatever number of units may be approved will count toward the Town's affordable housing quota. 296 similar units are proposed for Acton, with all the septic facilities to be located in Westford. The parcel is remote from any Westford neighborhoods, except for a few abutters, and abuts conservation land. We are working with Acton on the location and size of the septic system, public safety matters, and other issues of mutual concern. This is the most challenging 40B proposal the ZBA has yet undertaken to process.

At least five more 40B applications are being prepared. The Town has prepared an Affordable Housing Action Plan, and may be able to declare "time-outs" from processing 40B applications, or at least defer the least desirable ones, if it meets certain levels of affordable housing production. The lack of such housing is a major problem for the Town and the State, and the Board is committed to help provide affordable housing, while protecting the interests of the Town and the affected neighborhoods.

The following table recaps the history of 40B projects in Westford:

Name	Location	Acres	Units Prop.	Units Built	Aff Units.	Grant Year
Haystack Estates	Groton Rd., near town line	8	30	30	30	1992
Stone View	West St.	15	40	32	8	1994
Rosegate	99 Main St.	1.83	12	10	3	2003
Concord Place	Concord and Elliott Rds.	0.94	16	8	2	2004
Keyes Corner	Groton and Nutting Rds.	5.26	45	32	8	2004
Concord Place (amended)	Concord and Elliott Rds.	2.9	16	?	?	?
Woodlands at Laurel Hill	Durkee Rd., off Rte. 2A	36.5	56	?	?	?

The Board proposed in 2003 that the Selectmen appoint a committee to produce specific development guidelines for future 40B applications. Representatives of all pertinent Town boards and committees worked for a year to generate a consensus. These guidelines provide 40B applicants with an idea of what density and design standards the Town considers acceptable, and were adopted by this Board, the Selectmen, and Town Meeting. The guidelines are available on the Town website, www.westford-ma.gov, under Quick Links: Documents On Line.

The Board sincerely wishes to thank the many Town employees, boards and committees who supported the ZBA in processing both the 40B applications and the more routine cases. Without their expertise and constructive advice, the Board's responsibilities would be impossible to fulfill. Norman Khumalo, the Assistant Town Manager, was especially helpful with the 40B's.

Respectfully submitted,
Samuel Frank
Chairman

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DIRECTORY OF TOWN DEPARTMENTS

(Also see the Blue Pages of the Westford Directory)

Assessors Office	55 Main St	978-692-5504
Animal Control Officer	Beacon St	978-692-4574
Building Department.	55 Main St	978-692-5527
By-Law Enforcement	55 Main St	978-692-5527
Communication Advisory Committee	Dave Levy, Chair (home)	978-692-2290
Cameron Senior Center	20 Pleasant St	978-692-5523
Cemetery Department	Tadmuck Rd	978-692-5526
Conservation Commission	55 Main St.	978-692-5524
Council on Aging	Helena Crocker, Chair (home)	978-692-8259
Finance Director/Treasurer	55 Main St	978-692-5518
Fire Department	53 Main St	978-692-5542
GIS Department	55 Main St	978-692-5527
Health, Board of	55 Main St	978-692-5509
Highway Department	Beacon St	978-692-5520
Historical Commission	Ken Tebbetts, Chair (home)	978-692-1347
Housing Authority	65 Tadmuck Rd	978-692-6011
Human Resources Department	55 Main St	978-692-5501
Kennel	Beacon St	978-692-4574
Fletcher Library	50 Main St	978-692-5555
MIS Department	2 East Prescott St	978-399-2420
Museum	4 Boston Rd	978-692-5550
Parking Clerk	55 Main St	978-692-5515
Planning Board	55 Main St	978-692-5524
Police Department	53 Main St	978-692-2161
Recreation Commission	Broadway St	978-692-5532
Recycling Commission	55 Main St	
Roudenbush Community Center	65 Main St	978-692-5511
Schools		
Abbot Elementary School	25 Depot St	978-692-5580
Blanchard Middle School	14 West St	978-692-5582

Directory

Schools	Crisafulli School	13 Robinson Rd.	978-392-4483
	Millenium School	25 Depot St	978-589-8140
	Miller School	1 Mitchell Way	978-392-4476
	Norman E. Day School	75 E. Prescott St	978-692-5591
	Nabnasset School	99 Plain Rd	978-692-5583
	Nashoba Tech	100 Littleton Rd	978-692-4711
	Robinson School	56 Concord Rd	978-692-5586
	Stony Brook School	7 Farmers Way	978-692-2708
Central Office	Westford Academy	30 Patten Rd	978-692-5570
	Superintendent	25 Depot St	978-692-5560
	Bookkeeping	25 Depot St	978-692-5562
Tax Collector Town Accountant Town Clerk Town Manager Treasurer Tree Warden Veteran's Agent Water Department Zoning Board of Appeals	Business Office	25 Depot St	978-692-5563
		55 Main St	978-692-5506
		55 Main St	978-392-4450
		55 Main St	978-692-5515
		55 Main St	978-692-5500
		55 Main St	978-692-5518
		55 Main St	978-692-5501
		20 Pleasant St	978-392-1170
		63 Forge Village Rd	978-692-5529
		55 Main St	978-692-5527



In horse and buggy days, there really was a man named True Bean who lived in Westford at this house at 14 Depot Street. Later Fred Fisher would live here all. Although travel through town at times is not much faster than in the early 1900s, maybe the fact that in 2004, according to the Mass. Registry of Motor Vehicles, there were 19,911 autos, trucks and motor-cycles registered in the Town of Westford has something to do with it. (Westford Historical Society, courtesy of Al Fisher)



A view of the Howard and Flagg farms which were off Howard Road. Today new houses and road named Heather, Wintergreen, Primrose, Chicory, Rosebud, Magnolia, Greenbrier, Indigo, Honeysuckle, Thistle and Juneberry fill the old farm land visible from Glacier Hill. (Westford Historical Society, courtesy of Lucy Flagg Foster, W/A 1945)



The slate gravestones of Westford's patriot, Colonel John Robinson's family stand at attention in Westford's West Cemetery. (Westford Historical Society)



The old Westford Depot which sat on the northerly side of the railroad tracks very near the parking lot for Stoney Brook Acres farm stand. When the line went to double track in 1928 it was necessary to move the station back, so the back ell of this building was removed at that time. No longer needed, in 1947 B&M demolished the old station. (Westford Historical Society, courtesy George Fletcher)

AT A GLANCE

Incorporated	September 23, 1729
Population (2004 census returns)	20,471
Miles of Road	175 Miles
Total Area	30.2 Square Miles
FY05 Tax Rates	
Residential & Personal Property	\$13.68 per thousand
Commercial & Industrial Property	\$13.87 per thousand
Form of Government	Open Town Meeting Board of Selectmen Town Manager
Web page	www.westford-ma.gov

WESTFORD 275TH ANNIVERSARY

WEDNESDAY, DEC. 31, 2003

12.00 a. m. 275th Kick Off - Town-Wide Bell Ringing

MONDAY, APR. 12 - FRIDAY APR. 16

Educational Programs in Westford Schools.

Storytelling by Leeny Del Seamonds

Historical programs

275th Birthday Cake

SATURDAY, MAY 15

Apple Blossom Parade - 275th Anniversary Floats.

SATURDAY, JUNE 26

**9.00 a.m. Revolutionary War Camp Reenactment at
Kimball Farm Fields.**

9.00 a. m. Westford Historic Marketplace, Kimball Fields.

5.00 p. m. Family Barbeque.

SUNDAY, JUNE 27

**10.30 a.m. 18th Century Religious Service on Westford
Common.**

**11.30 a.m. Planting of the 275th Anniversary Sugar
Maple on Westford Common.**

4.00 p.m. Contra Dancing on the Common.

SATURDAY, SEPTEMBER 18

**7.30 p.m. Gala on the Common with the White Heat
Swing Band**

SUNDAY, OCTOBER 5

**1.00 p.m. Westford Historical Society Open House Tour
of Seven Historic Homes.**